

SCOTT D. ANDERSON

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SUMMARY

Experienced operations manager with 25-year track record of success in university and U.S. Government settings with expertise in customer satisfaction, property management, contract negotiation and administration, workforce supervision, 24/7 operations, purchasing, construction and renovation, housing and revenue-producing operations.

EXPERIENCE

Director, Services Delivery and Property Management

The George Washington University, January 2016 – Present

- Responsible for the operation, maintenance, and safety of more than 8 million gross square, 130+ buildings owned by the University and 40 leased spaces from covering three campuses in Foggy Bottom, Mount Vernon, and Ashburn, Virginia.
- Ensure continuous and responsive operation of customer service center.
- Manage 20+ staff at 24-7/365 call center which triages incoming problems and assign to either emergency response or one or more of 17 maintenance and repair shops which then assess and resolves issue.
- Solve concerns of building users including faculty, staff, and students by assigning personnel from the 17 repair shops to ensure comfort, safety, and appropriate access to all buildings.
- Develop strategies and solutions for required campus infrastructure investments during budget development and planning.
- Manage the residential move in and move out of a 7,000 beds to include cleaning schedules and facilities repair schedules.
- Manage over 1 million dollars in summer renovation projects which must be completed during a 14 week period.

Senior Property Manager – Facilities Services

The George Washington University, Washington, DC, November 2010 – Present

- Hired to manage Virginia Science and Technology Campus and Mount Vernon Campus added to portfolio one year later.
- Maintained building systems for two campuses totaling 20 buildings and 120 acres which are 25 miles apart.
- Analyzed and summarized space use and needs for board of trustees and senior leadership resulting in significant cost savings.
- Negotiated leases with non-university, private-sector tenants at Virginia campus within established budget parameters.
- Managed \$2 million in food service contracts totaling more than 400 meals a day.
- Inspected buildings for contractor quality control; evaluate repairs, renovations, and housekeeping.
- Key member of project team that determines real estate and facilities needs and how to meet those needs with designs that best serves students and faculty.
- Review and approve payment of \$3 million in real property taxes on an annual basis.

Deputy Director – Auxiliary and Institutional Services

The George Washington University, Washington, DC, January 2008 – November 2010

- Provided day-to-day direction and management of the contracted services of the University totaling \$20 million annually, including but not limited to: dining services, university bookstore, mail and package services, university beverage contract, banking services and auto rental.
- Evaluated vendor performance and compliance with contract provisions ensuring both vendor and University are meeting contract terms/conditions as well as customer, department, and University expectations.
- Negotiated extensions/renewals to existing contracts prior to University review and approval.
- Developed business reporting requirements and monitor compliance of contracts by reviewing activities with key departments and vendors/contractors.
- Created traffic management plan and coordinated logistical functions associated with fall move-in for 7,000 students, served as a liaison with DC Metro Police, DC Department of Transportation, and GW University Police.
- Developed unique partnership between “OnTheFly” Smartkart food venue and GW Business School allowing students to gain hands-on experience while managing and operating convenient campus food option.

Deputy Assistant Secretary - Office of Management

United States Department of Education, Washington, DC, January 2007 – January 2008

- Administered and implemented the management support programs for the Department of Education including administrative services, human resource services, and facilities and management services.
- Defined internal quality improvement programs and developed measures to determine the effectiveness of internal operations.
- Analyzed Secretary’s initiatives by identifying issues, preparing options, assessing costs, and making recommendations about priorities and program direction.
- Reviewed and approved budget expenditures of \$60 million annually.
- Coordinated the development of the Office of Management strategic plan, performance indicators, and annual performance targets for the Assistant Secretary for Management.
- Assisted offices with the completion of audit reports pertaining to business functions administered by the Office of Management.

Special Assistant to the Assistant Secretary for Management - Office of Management

United States Department of Education, Washington, DC, May 2005 – January 2007

- Assisted the Assistant Secretary for Management in driving or tracking projects to completion while further defining unclear or incomplete information.
- Identified issues, conducted analysis, and made recommendations on administrative management concerns of direct interest to the Assistant Secretary for Management.
- Reviewed and directed activities to realign work processes, available resources and technology to meet the President’s Management Agenda and Departmental goals and objectives.
- Provided technical assistance to the units with the Office of Management on strategic planning; performance measurement, and annual performance plan development as required by the Government Performance Results Act and as needed to accomplish the Department’s mission.
- Completed a variety of projects in the areas of management services, human capital initiatives, facilities services, and security services as assigned by the Assistant Secretary for Management

Associate Director for Facilities

Catholic University of America, Washington, DC, July 2003 – April 2005

- Served as building administrator for Housing and Residential Services facilities, including 18 residence halls and several administrative office areas.
- Developed service contract specifications; evaluated proposals; reviewed terms and performance; and made recommendations to the Office of Business and Finance for renewal, termination, or change of terms.
- Coordinated the current inventory and on-going selection, purchase and placement of furniture and equipment for the residence halls.
- Recommended renovations and new construction projects; managed projects as assigned.
- Directed a team of three full-time professionals and 40 part-time student employees.
- Trained staff in administrative procedures and emergency response protocols.

Assistant Director for Administrative Operations

University of Georgia, Athens, GA, August 1994 – June 2003

- Managed annual revenue collection of \$18 million for 7,000 residence hall beds, with responsibility for associated correspondence, personal follow-up, and record keeping.
- Directed the total operation of a 13 building, 4,500 bed summer conference and sports camp program that generated approximately \$2 million annually.
- Selected, trained, supervised and evaluated two professional staff members, two computer services specialists, and four administrative support staff members.
- Responded to individual concerns of students, parents regarding to residence hall contracts and initial room assignments.
- Assisted in the development of a management information system for residence hall occupancy and revenue collection.
- Coordinated the development of all departmental publications mailed to students and parents.

Assistant Director for Housing

University of North Carolina, Chapel Hill, NC, April 1991 – August 1994

Area Director for Housing

University of North Carolina, Chapel Hill, NC, August 1989 –April 1991

Area Director for Residence Life

North Carolina State University, Raleigh, NC, July 1988 – August 1989

E D U C A T I O N

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University of South Carolina, Columbia, SC, **(b) (6)**

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North Adams State College, North Adams, MA, **(b) (6)**

Christopher K. Averill

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Professional Experience

Director of Federal Affairs

Mar. 2014-present *The New England Council*

Washington, DC/Boston, MA

Responsible for the Council's advocacy efforts on financial services, tax, and manufacturing issues. Liaise between Council membership and Members of Congress and their staffs regarding key issues of importance, including financial regulatory reform, tax reform, and business development, as well as conceive and execute programming related to these issue areas. Through this position, serve on Advisory Committees for the New England Board of Higher Education's (NEBHE) Advanced Manufacturing Problem-Based Learning (AM PBL) project and the National Science Foundation National Visiting Committee for the Connecticut Regional Center for Next Generation Manufacturing (RCNGM).

Communications Director

Feb. 2013-Mar. 2014 *U.S. Congressman Sam Graves (MO-6)*

Washington, DC

Responsible for all press-related functions of the office, including on-the-record interaction with media; drafting and distributing press releases, OpEds, and media advisories; writing weekly newsletter; maintaining and updating website and social media; drafting talking points and speeches for all interviews and events; and managing and directing the Franking program.

Communications Director

Dec. 2011-Jan. 2013 *U.S. Senator Olympia J. Snowe (R-Maine)*

Washington, DC

Senior communications advisor to Senator Snowe. Responsibilities included overseeing three-person press shop; developing and executing press strategy plan, including arranging national and state media interviews between the Senator and print reporters and television hosts; creating messaging points and briefing the Senator for such interviews; speaking on-the-record with reporters on behalf of the Senator; writing press releases highlighting the Senator's record and agenda; drafting and placing OpEds and letters to the editor; and maintaining social media presence.

Professional Staff Member

Feb. 2007-Dec. 2011 *U.S. Senate Committee on Small Business and Entrepreneurship*

Washington, DC

Policy advisor to Ranking Member Snowe and Committee Republicans on myriad issues, including manufacturing, innovation (including the Small Business Innovation Research (SBIR) program), economic development, government contracting, military base redevelopment, and veterans entrepreneurship. Drafted opening statements, questions, and memoranda for Senator Snowe's use at Small Business and Commerce Committee hearings and markups. Conceived and drafted legislation and amendments, and met with Small Business Administration (SBA) staff, relevant trade associations, industry leaders, and constituents, related to the above subject matters. Managed the *SBIR/STTR Reauthorization Act* (S. 493) on the Senate Floor from March-May 2011, and ultimately negotiated final language included in P.L. 112-81. Previously served as **Staff Assistant** and **Press and Research Assistant**. Was honored with a 2012 Champion of Small Business Innovation Award by the Small Business Technology Council (SBTC).

Field Coordinator/Special Projects Director

Dec. 2005-Nov. 2006 *Snowe for Senate 2006 Re-election Campaign*

South Portland, ME

Served as Field Coordinator for eight of Maine's southernmost and westernmost counties. Responsibilities included promoting grassroots support through recruitment of town and county campaign chairs, the collection and tracking of petition signatures, and the preparation of campaign activities at state-wide conventions (including the 2006 Maine Republican State Convention), fairs, festivals, and parades. Also served as Senator Snowe's driver.

Education

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Bowdoin College, Brunswick, ME; (b) (6)

ROBERT J. BABCOCK, JR.

(b) (6)

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RELEVANT GENERAL SERVICES ADMINISTRATION EXPERIENCE

- Forged key relationships with federal, state, and local public officeholders and the business communities of Texas, Oklahoma, and Louisiana.
- Experience working with clients to accomplish public building priorities owned and managed by GSA.
- Met with GSA career professionals to formulate legislative authorizing language for public building roofing systems through the House and Senate Appropriations Subcommittees on Financial Services and General Government.
- Managed federal contracting issue portfolio while working for a Representative who serves on the House Small Business Committee.

PROFESSIONAL EXPERIENCE

Van Scoyoc Associates

February 2015 – Present

Manager, Government Relations. Washington, D.C.

- Directs the legislative policy priorities for over twenty-five clients including: large corporations, municipalities, and universities.
- Assist clients in developing their appropriations and policy provisions through communication with congressional staff and federal agencies.
- Specialize in consulting on a wide range of legislative matters within the policy arenas of energy, transportation, financial services, defense, health care, agriculture, and trade.
- Work to identify federal award opportunities through the congressional appropriations and authorization process.
- Provide technical assistance to aspects of the legislative and regulatory process by assisting clients in drafting legislation and analyzing federal proposals.
- Lead and coordinate meetings between clients and Members of Congress and their staff.
- Organize large coalition "fly-ins" and create necessary print materials for client meeting preparation and distribution.
- Prepare legislative briefing memorandums for dissemination to clients.

U.S. Representative Steve King (R-IA-4)

July 2013-February 2015

Senior Legislative Assistant, Washington, D.C.

- Responsible for defense, healthcare, labor, small business, and transportation portfolios.
- Briefed the Congressman on daily legislative developments within my issue areas.
- Assisted the Congressman's press office in formulating press releases, and opinion editorials.
- Conducted meetings with Iowa constituents, state and local government officials, and government affairs representatives.
- Managed the Congressman's legislative correspondents with constituent letters through the editing and approval process.

U.S. Senator Kay Bailey Hutchison (R-TX)

May 2011 – January 2013

Legislative Aide, Washington, D.C.

- Prepared legislative speeches and talking points for floor speeches, and other engagements in a timely manner.
- Drafted legislative memos and briefs for the Senator on a wide range of issues.
- Conducted meetings with Texas constituents, businesses, local officials, regarding various policy issues.
- Assisted Senator Hutchison's Senate Appropriations and Commerce Committee staff.
- Drafted legislative memos on legislative matters related to energy, environment, and tax issues.
- Responded to constituent mail concerning current legislative issues, including: energy, agriculture, commerce, environment, natural resources, industry, veterans affairs, defense, homeland security, tax, and budget.

U.S. Senator Kay Bailey Hutchison (R-TX)

February 2011 – May 2011

Staff Assistant, Washington, D.C.

Majority Leader Eric Cantor (R-VA-7)

Fall 2010

Intern, Washington, D.C.

EDUCATION

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Southern Methodist University—Dedman College, Dallas, TX

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American University, Washington, DC

BRIAN F. BARNES

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Accomplished Political Operative with experience in organizational leadership, communication, data, and strategic planning: with an emphasis on grassroots politics and urban policy. Strategically focused Business Development and Relationship Manager with 15 years of experience driving sales growth and leveraging client relationships to lead teams to success.

SKILLS

- Business Development
 - Consensus Building
 - Strategic Planning
 - Relationship Management
 - Public /Private Partnerships
 - Project Management
 - Public Speaking
 - Advocacy
 - Grassroots Organization
 - Organizational Leadership
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MEDIA APPEARANCES

- WEWS-TV – News Channel 5 Cleveland (ABC Affiliate)
 - WTAM- 1100 AM (iHeartMedia)
 - WCPN- 90.3 FM – IDEASTREAM, npr.org (NPR)
 - Cleveland Plain Dealer, Cleveland.com
 - GOP.com
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PROFESSIONAL EXPERIENCE

State Director African American Strategic Initiatives

Nov. 2013 – Present

The Ohio Republican Party

Cleveland, OH

Serve as the RNC/Ohio Republican Party's senior representative to the African American Community. Built and managed a list of public officials, community leaders, surrogates and volunteers who helped to advance the strategic initiative. Organized meetings between the GOP, party leaders, GOP candidates, elected officials and the African American Community throughout Ohio and used those meetings to build working relationships between elected officials and party leaders to address community issues. Recognized and recruited quality African American candidates for public office. Built GOP grassroots networks and organizations in the African American Community throughout Ohio. Encouraged and assisted GOP office holders, candidates, and parties in communicating in interpersonal, culturally-relevant terms within the African American Community.

Accomplishments:

- ⇒ Created the strategic plan for African American engagement for the Ohio Republican Party.
- ⇒ Successfully strategized and directed statewide and local candidates on how to implement the strategic plan for African American engagement.
- ⇒ Surpassed goal of garnering 9% of the African American Vote for Republican Governor by securing 26% of the African American Vote in the 2014 general election.
 - 33% of Black men supported Republican Governor.
 - 20% of Black women supported Republican Governor.
- ⇒ Crain's Cleveland Business Forty under 40 recipient (2016)

Regional Field Director for Victory Program

2016 Election Cycle

Republican National Committee

Served as the RNC's foremost grassroots organizer in North East Ohio. Built power, presence, and relationships on behalf of the Republican party, party nominee, and organized citizens to get involved and top priority. Responsible for execution of the field plan tailored to the unique needs of each neighborhood. Managed volunteer training and recruitment, voter registration, absentee and early voting programs and voter contact programs such as phone banks and canvassing.

Accomplishments:

- ⇒ Built a strong, sustainable, growing team of grassroots leaders covering 21 turfs consisting of 10,000 targeted voters in each turf.
- ⇒ Surpassed goal of garnering 30% of the vote in Cuyahoga County for Donald Trump to secure Ohio. My team and I delivered 30.5%.
- ⇒ Successfully organized the ground game that garnered Donald Trump 47.7 % of the vote to win Lorain County. (First time since Ronald Reagan that a Republican has taken this county, long viewed as a Democratic stronghold.)
- ⇒ Managed a team of 9 full time paid staffers who have managed 150 volunteers who have made 226,703 door to door and 39,510 phone voter contacts between April and Election Day 2016.
- ⇒ Conducted 100 face to face SWOT analysis meetings with volunteers from previous election cycles to help shape the victory strategy for 2016 and create best practices for a turf's or neighborhood's individuality.
- ⇒ Conducted 306 face to face meetings between January and August 2016 with citizens who have never been politically involved and achieved a weekly volunteer retention rate of 10%.
- ⇒ Conducted 372 face to face meetings with active volunteers seeking to sustain their relationship through consistent social interaction, strategy updates, and shared work experience.

Assistant MBE Portfolio Manager – Minority Business Accelerator 2.5+
The Greater Cleveland PartnershipNov. 2009 – Feb. 2013
Cleveland, OH

The largest private sector economic development organization in Ohio, with over 15,000 members.

- Primary responsibilities include successfully growing the size, scale, and infrastructure of 20 high performing Minority-Owned Business Enterprises (MBEs) with annual revenues of at least **\$2.5MM** across 16 Ohio counties.
- Accomplished sales growth through providing the portfolio access to capital and finance management, access to contracts, access to markets, and strategic business consulting.

Accomplishments:

- ⇒ Served on a team that closed a total of **155** deals valued at **\$148MM**, leading to the creation of **400** jobs from 2009 to 2013.
- ⇒ Secured over **\$12MM** in lines of credit and bonding from 2011 to 2012.
- ⇒ Exceeded the projected number of deals closed from Jan. 2012 to June 2012 by **200%**.
- ⇒ Gross Dollar Value of contracts closed totaled over **\$44.9MM** – Jan. 2012 to June 2012.
- ⇒ Exceeded MBE capital attracted goal by **30%** from Jan. 2012 to June 2012.

Projects and Assignments**US Department of Commerce Minority Business Center (Cleveland, OH)**

Dec. 2011 – June 2012

- Coordinated the preparation and production of a comprehensive proposal to the US Department of Commerce to secure the Minority Business Center (Cleveland, OH), resulting in the award of a five year, **\$1.125MM** grant.
- Managed the strategic integration of the new Minority Business Center into the Greater Cleveland Partnership.
- Coordinated the process to hire the center's Director and Staff. Developed standard policies and procedures and implemented effective work-flow plans to successfully manage client portfolio.
- Successfully managed the development and execution of all marketing collateral, cultivated and oversaw vendor relationships, and produced promotional materials to include flyers and feature-center documents.

Assistant Sales Manager – Volvo, Jaguar, Land Rover
Westside Automotive Group

Sept. 2004 – Nov. 2009
Cleveland, OH

- Took responsibility for all day-to-day administrative operations of the sales team, allowing the Sales Manager to focus on high priority strategic issues.

Accomplishments:

- ⇒ Spearheaded sales growth and increased gross profit per vehicle by **93%** by focusing on less price sensitive clients who valued service, eliminating need to use price as driving mechanism to secure new clients.
- ⇒ Successfully grew franchise in rank from **#4** to **#1** in sales throughout Northern Ohio market for **2** consecutive years by training a sales force of 5 consultants to develop strong client loyalty by utilizing interpersonal skills to build rapport, assess client needs, display attention to detail, and provide an experience that exceeded expectations.
- ⇒ Achieved national recognition for customer satisfaction by exhibiting positive attitude, building trust, ensuring commitments were met, and expectations were exceeded.

EDUCATION

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College of Wooster

Wooster, OH

ALLISON FAHRENKOPF BRIGATI

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Summary

Attorney with over twenty years legal experience as well as extensive experience in management, operations, and policy. De facto Chief Operations Officer for last six years in current position, directing day-to day operations of a non-profit, including information technology, human resources, and marketing. Work closely with President and CEO, CFO, Board Chair and Directors on setting policy, managing personnel and budgets, strategic planning, and all board related issues.

Executive Core Competencies

- Organizational management/Non-profit
- Strategic planning
- Financial operations
- Policy advisor
- Leadership/Corporate governance
- Business development and fund-raising
- Project management
- Expert legal advisor
- Complex research and analysis
- Effective negotiator
- Restructuring
- Board relations
- Risk management and compliance
- Team-building/Mentoring

Professional Experience

National Academy of Public Administration, Washington, DC

General Counsel and Director of Strategic Initiatives

2008-Present

- Provide legal counsel to the National Academy of Public Administration's (Academy) President, officers, Board of Directors, Fellows and Senior Management Team regarding various legal and policy matters including employment issues, real estate, government contracts, insurance issues, and Board matters for both the Academy and its Foundation.
- De facto Chief Operations Officer/Chief of Staff advising the President and CEO on all management issues, financial strategies, strategic planning, as well as directing day-to-day operations of most functions at the Academy.
- One of two Corporate Officers.
- Manage many of the Academy's long-term projects/initiatives including the following: Transition 2016; Elliot L. Richardson Prize Fund; Memos to National Leaders; Advising Leaders; Presidential Appointee Project; and A Survivor's Guide for Presidential Nominees.
- Review all government contracts, statements of work, teaming agreements, nondisclosures, subcontracts, grant and sub-grant agreements. Negotiate terms of such agreements, and advise CFO, Contracts Manager and other senior officials on all legal and policy issues. Negotiate and/or draft numerous contracts, consultancy agreements, and Memoranda of Understanding.
- Successfully negotiated out of a long-term lease, and subleases, as well as negotiated lease for new space. Managed all aspects of the Academy's move to its new space.
- Manage intellectual property issues, including applying for trademarks, enforcing and protecting intellectual property rights, and handling web-related issues.
- Provide legal and policy advice to the CFO on various financial matters, including audits, IRS filings (particularly Form 990 issues), grant agreements, leases and Foundation issues.
- Advise and work closely with the Director of Human Resources regarding employment-related issues, insurance, benefits, and 401k issues. Develop various employment-related documents, including a new Employee Manual, and new template and terms for consultants and subcontractors.
- Manage Academy marketing efforts, including hiring staff, increased outputs, revamped Academy website, as well as created three additional websites for special Academy initiatives.

- Consult as necessary with external legal counsel on a wide variety of issues relating to compliance, immigration, intellectual property, and employment law.

Senior Advisor on Academy Studies

2008-Present

- Participate as team member in the conduct of independent studies and analysis of various governmental entities and their organizations and management as directed by Congress or requested by such entities. Includes studies for the ONDCP, GAO, FEMA, Department of Commerce OIG, NRC, NSF, PRC and NNSA.
- Advise and assist project manager regarding the scope and direction of studies and analysis.
- Conduct and manage sensitive interviews of current and former staff at federal agencies and Congress regarding fulfillment of statutory obligations, organization, structure, and various management issues.
- Review and analyze information provided by various federal agencies and Congress in the course of drafting reports ultimately delivered to the federal agency and Congress.
- Liaise with National Academy of Public Administration Expert Panels regarding study parameters, focus, report drafting and presentation.
- Draft surveys, interview summaries, panel briefing books, interim assessment report and final assessment report.

The World Bank, Washington, DC

Senior Advisor to the Director of Department of Institutional Integrity (INT)

2007-2008

- Served as advisor to both the Director and Deputy Director of INT regarding operational issues, internal policy issues, and department management issues.
- Assisted Director and Deputy Director with external review of department by Paul Volcker, and assisted in implementing departmental changes as suggested by Volcker's committee.

Senior Quality Assurance Officer/Senior Institutional Integrity Officer of INT

2005-2007

- Managed quality control processes for all INT investigative products, including reports, memoranda, and correspondence. Ensured compliance with Bank policies, rules and due process, as well as with external legal and litigation requirements.
- Oversaw quality control processes for INT's other key developmental outputs, including manuals, annual reports, policy papers, briefings for the President, and other complex, highly sensitive and confidential reports to senior management.
- Advised management and staff on quality assurance issues and initiatives. Provided feedback to INT management and staff to enhance the quality of INT outputs.
- Influenced policy development and promoted systemic changes, controls, standards and processes to strengthen the quality of INT products and reinforce accountability.
- Provided strategic counsel to the Director of INT regarding quality assurance issues and served as a member of the Senior Management Team of INT.
- Conducted and managed institutionally sensitive and complex inquiries and investigations into allegations of staff misconduct for the Internal Investigations Unit, including managing other investigators, forensic specialists and outside counsel. Liaised with national authorities with regard to criminal referrals.

Senior Counselor, U.S. Affairs

2004-2005

- Provided strategic counsel to the President's Office of the World Bank on a daily basis. Major player in President Wolfowitz's review and potential reform of the Bank's oversight, compliance and ethics functions.
- Managed crisis communications as key focal point between the World Bank and U.S. federal government officials. Primary issues included financial systems, whistleblower policies, and corruption.

- Led team of U.S. legislative affairs associates to proactively engage key U.S. federal government decision makers. Supervised monitoring, identifying, and analyzing legislative issues of importance to the World Bank. Held briefings for U.S. federal government staff on a regular basis and managed the first annual Women, the World, and the World Bank Conference, bringing 150+ targeted women leaders in the U.S. government and private sector to World Bank headquarters to discuss the role of women in international development.
- Key member of External Affairs-U.S. long range strategic planning team. Developed and implemented grassroots outreach campaign in 20+ U.S. states to educate stakeholders (state and local government officials, business leaders, community members, university faculty/students, high school students, media) on the importance of international development in the United States. Rolled out campaign in 37 cities in 18 states within the first twelve months of implementation.
- Managed and supervised work of seven staff members, including associates, administrative staff, and temporary employees. Developed work plans, delegated tasks, assessed progress, and evaluated performance.

Republican National Committee, Washington, DC**1994-1998*****Deputy Counsel***

Specialized in contract, employment and FEC law.

Committee on Arrangements for the Republican National Convention in San Diego**1995-1996*****Acting Chief Legal Counsel*****Baker & Hostetler, Washington, DC****1990-1994*****Associate***

Specialized in corporate and international trade law.

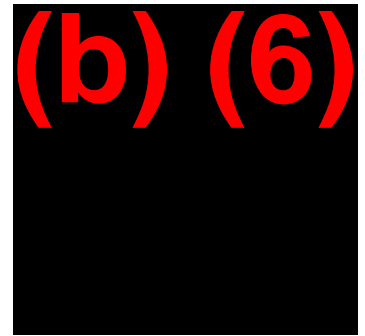
Summer Associate***Summer 1989*****Manatt, Phelps, Rothenberg & Evans, Washington, DC*****Summer 1988******Summer Associate*****Education:****Boston University School of Law, Boston, Massachusetts****(b) (6)****University of Notre Dame, Notre Dame, Indiana****(b) (6)****Bar Admissions:**Maryland, **(b) (6)**District of Columbia, **(b) (6)**United States District Court, District of Maryland, **(b) (6)**United States Supreme Court, **(b) (6)****Professional Associations:**

Maryland State Bar Association

District of Columbia Bar Association

Associate Broker, DC and MD Real Estate Commissions

Joanne Collins Smee
IT Transformation Executive



Established reputation as a strategic thinker with deep experience leading large IT development and infrastructure programs. Demonstrated ability to utilize latest technology to realize clients' strategic goals. Practiced operational excellence required to attain difficult objectives. Habitual focus on process improvement yielded continuous productivity, quality and client satisfaction gains.

General Manager, Client Service Delivery, IBM
Global Business Consulting Services

2011 to Jan 2017

Responsible to lead worldwide software development team (80K employees) in the delivery of application and technical integration services to our clients.

Accomplishments include:

Led "Next Gen" software development support model throughout the organization with focus on using Agile, DevOps and automation to improve speed, quality and client satisfaction with our services. Implemented new models (API "Factories") to drive client migrations to cloud technology. Utilized cognitive tools and platform (IBM Watson) in conjunction with automation (robotic process automation) to drive improvement in IT support models, rapid problem resolution and increased productivity of staff. Improved the resource deployment model - developed new processes to drive rapid placement of talent on assignments increasing output and outcomes. Drove significant improvement in operational metrics including cost, speed and quality of deliverables.

General Manager, Americas Integrated Technology Delivery

2007 to 2011

Responsible for the strategic infrastructure service delivery business and the associated personnel and data centers for the clients in the US, Canada and Latin America. Managed a team of 40K technical employees with a budget of \$1.5B.

Accomplishments include:

Led a major restructuring of the end to end infrastructure services delivery organization resulting in significant improvements in performance, stability and security of the environment. Reengineered service delivery processes improving timeliness and quality of IT outcomes for our clients. Strengthened business controls and audit posture across the organization.

General Manager, North America Industrial Sector

2005 to 2007

Responsible for the business results and the provision of strategic outsourcing and integrated technology services for Industrial Sector clients in North America.

Accomplishments include:

Signed significant new client service agreements for IT service support. Improved customer relationships and satisfaction across the portfolio. Drove substantial improvement in cost base through a series of initiatives including consolidating work teams, driving process improvements and increasing technology usage.

Vice President, Service Optimization**2003 to 2005**

Responsible for managing approximately \$1B in cost savings through a series of reengineering and optimization activities across the worldwide services portfolio.

Accomplishments include:

Led worldwide matrix-managed team to strategize and execute innovative business models for dramatic improvements in performance, cost and service quality in the IT support model for clients. Drove the strategy and growth of our services capabilities in India, China and Latin America – building infrastructure, deploying leadership talent, hiring staff, developing and executing training programs and managing results in line with the business plan.

Vice President, Application Management Services, IBM Australia**2000 to 2003**

Responsible for the development of a new IBM business unit, Application Management Services for Australia and New Zealand including the marketing, sales and delivery of all application management services to support our Asia-Pacific customer base.

IBM - Early Career**Various Information Technology Management Roles****1985 to 2000**

Led projects and the management of technical teams in the development of information systems strategy, architecture, infrastructure support, application development, network management, and client service.

Education

(b) (6) New York University
(b) (6) Teachers College, Columbia University
(b) (6) Boston College

RICHARD W. BECKLER

Of Counsel

Washington, D.C.

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EXPERIENCE

Richard Beckler was a Partner (2011-2017) and as of January 1, 2017 is of counsel in Bracewell's white collar defense practice and head of the litigation practice in Washington, D.C. His practice focuses on complex civil and criminal litigation, including defense of corporate and individual clients, both foreign and domestic, in investigations and at trial. He is a Fellow of the American College of Trial Lawyers.

Mr. Beckler is a former Chief of the Criminal Fraud Section of the U.S. Department of Justice, where he headed a task force on foreign payment cases and worked closely with officials from the Department of the Treasury, the SEC and the Department of State. In his position as Chief, he prosecuted SEC, Government Contracting Fraud and Foreign Payments (FCPA) cases and various other Federal Fraud statutes. He also represented Admiral John Poindexter in the Iran-Contra investigation and Bill Casey, former CIA Director, in "Debategate," an FBI and grand jury investigation involving debate briefing books stolen before a debate between President

His current cases involve securities fraud, criminal and civil antitrust matters including price fixing and bid riggings, cartels, false statements, RICO, banking fraud, oil and gas pricing schemes, government procurement fraud, the False Claims Act, internal investigations, insider trading, healthcare fraud, patent and trademark lawsuits, the Foreign Corrupt Practices Act (FCPA), environmental criminal defense, class action and shareholder suits. He has experience in both prosecuting and defending major corporations in cases alleging FCPA violations, and has advised numerous clients on FCPA due diligence and compliance programs.

Mr. Beckler was formerly an Assistant District Attorney in the Manhattan District Attorney's Office and (b) (6)

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PUBLICATIONS AND SPEECHES

Co-author, "Broker-Dealer Arbitration," *Business and Commercial Litigation in Federal Courts*, ABA Section of Litigation (2005).

"Parallel Proceedings," *Lawyers' Desk Book on White-Collar Crime*, National Legal Center for the Public Interest (1991).

Co-author, "Principal White Collar Crimes," *Business Crimes, A Guide for Corporate and Defense Counsel* (1982).

EDUCATION

(b) (6) Fordham University School of Law, Lincoln Center, NYC, NY
Williams College, Williamstown, MA

NOTEWORTHY

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CLUB MEMBERSHIPS

(b) (6)

COURT ADMISSIONS

U.S. Supreme Court
U.S. Court of Appeals for the 1st, 3rd and 10th Circuits
U.S. Court of Appeals for the District of Columbia Circuit
U.S. District Court for the Southern District of New York
U.S. District Court for the Northern District of Illinois
U.S. District Court for the District of Colorado
U.S. District Court for the District of Columbia

WORK HISTORY

1962 – 1965 (b) (6)

1965 – 1978 U.S. Naval Reserve, Lieutenant Commander
1965 – 1968 Fordham University School of Law
1968 – 1972 NY County District Attorney's Office, Assistant District Attorney (Frank Hogan)
1972 – 1979 U.S. Department of Justice, Fraud Section, Criminal Division
Unit Chief – 1972-1974
Deputy Section Chief – 1974-1976
Section Chief – 1976-1979
1979 – 2003 Partner, Fulbright & Jaworski, Head of Washington Litigation Group
2003 – 2011 Partner, Howrey LLP, Co-Head of Securities and White Collar Group
2011 – Present Partner, Bracewell LLP, formerly Bracewell & Giuliani LLP
Head of the Washington Litigation Group
Member of the Trial/White Collar Defense Group

PERSONAL LIFE

(b) (6)

(b) (6)

HIGHLIGHTS OF QUALIFICATIONS

- Five years of diversified experience, holding positions of increasing scope and responsibility.
- Strong background in legal analysis and advisement, capital investments, business-model review, startup coaching, strategic planning, project management and operations.
- Highly-experienced in all aspects of the management process, and is proven in managing operations and programs to run smoothly and efficiently, meeting all organizational and project expectations.
- Adept in developing and implementing new programs and processes, which meet with consistent success and align with organizational mission and vision.
- Experienced in the recruitment, training, supervision, and mentoring of staff members, and in seeing all personnel to their peak performance potential.

PROFESSIONAL EXPERIENCE

Department of Treasury, Washington, D.C.

Special Assistant to the Secretary of Treasury, January 2017 – Present

GS-11

Received a 120-day temporary appointment from the President of the United States. Synthesize daily reports on the new administration's activity including: executive orders, presidential memoranda, and departmental happenings for the Senior White House Advisor. Currently facilitating the confirmation process for top-level Treasury Political Appointees.

Selected Accomplishments, Projects, and Initiatives:

- Drafted legal memoranda on case decisions for the White House General Counsel's office.
- Tracked Treasury's pending litigation for the Chief of Staff, highlighting the cases where Treasury under the Obama Administration took a different position than the Treasury under the Trump Administration may wish to take. Issued recommendations on whether or not to pull the appeal in select cases.

58th Presidential Inaugural Committee, Washington, D.C.

Media Operations Lead, January 2017

Demonstrated business acumen while negotiating with the major cable networks. Orchestrated a solution where the networks' desire for expanded media coverage was balanced with the White House's expectations and the space constraints of the various venues.

Selected Accomplishments, Projects, and Initiatives:

- Coordinated all media logistics for the Welcome Concert and the Liberty and Freedom Inaugural Balls.

Donald J. Trump For President, New York, NY

Advance Press Lead, July 2016 – December 2016

\$90,000

Responsible for coordinating all aspects of media coverage: reviewing and approving press credential applications, preparing media press releases, planning media logistics, media relations, and handling a wide variety of special projects. Produced large-scale campaign events and press conferences, which hosted from 500-20,000 attendees, and coordinated media participation often in less than 48 hours.

Selected Accomplishments, Projects, and Initiatives:

- Independently managed 150 – 300 individuals of the media at each campaign rally.
- Developed layout, special themes, music, and program for each event, and designed message banners and other printed materials, which were shown in live national news coverage, print, and online.
- Briefed and escorted the candidates, traveling staff, elected officials, and VIP's during events.
- Arranged one-on-one interviews with national and local media outlets.
- Selected to travel an additional month and a half on the President-Elect's "Thank You Tour."

Tech Coast Angels, Newport Beach, CA

Director, December 2014 – April 2016

Analyst Intern, September 2014 – December 2014

\$35,000

15-20 hr /wk

Tech Coast Angels is one of the largest angel investor networks in the country. Managed 70 high net-worth investors and oversaw their startup investment portfolios totaling \$16 million. Used independent judgment daily in evaluating startup applications and business models to determine the startup's viability against the investors' funding criteria. Independently selected startups and invited the companies to a screening in front of the investors. Once startups received funding interest, oversaw the due diligence process: reviewed term sheets, licensing agreements, contracts and other deal documents.

Selected Accomplishments, Projects, and Initiatives:

- Missioned the change for Tech Coast Angels to be the leader in national deal syndication by developing and fostering 13 syndication partnerships and formulating a process for expedited deal flow to grow syndication partnerships.
- Partnered with the New York-based startup Proseeder to create an adaptation of Proseeder's online forum specifically for Tech Coast Angels members to track and participate in deal flow decisions online, making sure the adaptation mirrored real-life deal flow processes. Once development was complete, led the onboarding for all 70 members.
- Organized and hosted Tech Coast Angels' inaugural "A Celebration of Entrepreneurship" which featured a shark-tank style competition where startup CEOs have one minute to pitch their company to investors. Trained the CEO's on the elements of an effective pitch.
- Supervised the yearly operational budget of \$150,000 and fundraised/solicited sponsorships for the inaugural gala, "A Celebration of Entrepreneurship."
- Created an analyst program for students at Chapman University and the University of California, Irvine. Managed six analysts for the pilot program training them in Tech Coast Angels' deal flow processes, financial projection analysis, and due diligence procedures. After training, each analyst was paired with an investor to serve as "Deal Leads" for active deals in the pipeline, resulting in extra organization and increased transparency in the deal process.
- Awarded "Director of the Year" for 2015 by Tech Coast Angels.

Allergan, Irvine, CA

Tax Law Intern, May 2014 – August 2014

Worked at Allergan while Allergan was fighting off a hostile takeover by Valeant Pharmaceuticals. Analyzed Valeant's offer according to corporate case law to assist the Tax Counselor's briefing of the Allergan Board of Directors. Allergan was also considering a tax inversion, to help skirt Valeant's purchase, which required analyzing the ramifications of a tax inversion in a political climate where tax inversions were viewed by the Obama administration and many members of Congress to be tax evasion.

Selected Accomplishments, Projects, and Initiatives:

- Drafted intercompany contracts to reflect shifts in transfer pricing among Allergan's international subsidiaries.
- Extensively researched the amortization of an intangible asset requiring collaboration with the intellectual property attorneys.

The Laura Ingraham Show, Washington, D.C.

Producer, February 2013 – May 2013

Developed political and social-trend content daily for Laura Ingraham's nationally syndicated three-hour radio broadcast. Exercised autonomy in booking high-profile political guests and coordinating talking points with their staffs. Managed a team of four interns and coached the interns on the mechanics of running The Laura Ingraham Show including sound-cutting, audience call-in engagement, and how to identify newsworthy content.

Romney For President, Boston, MA

Advance Site and Press Site, June 2012 – November 2012

Traveled the country running political rallies for Governor Romney and Congressman Ryan. Worked with high-level donors to put on private fundraisers all over the United States. Was a member of the Debate Team and responsible for organizing the hotel accommodations for the principals, their families, advisors, and all surrogates.

State Farm Insurance Company, Mission Viejo, CA

Business Administration Intern, June 2010 – August 2010

Partnered with other State Farm interns to develop a plan to tap into the young adult market. Operationally, assisted in implementing workflow changes that resulted in greater efficiency for small businesses in consultation with the Regional Office. Exercised enthusiasm while participating in all aspects of customer service, including claims and billing.

Haas Business School, Corporate and Foundation Relations, Berkeley, CA

Lead Researcher, January 2010 – June 2010

- Served as the undergraduate representative to the Business School's Corporate and Foundation Relations department at university functions. Planned the Haas Golf Tournament—a tournament attracting over a hundred of the Bay Area's leading businesspersons. Solicited and cataloged charitable donations to the tournament from corporate and local businesses.

EDUCATION

Chapman University, Dale E. Fowler School of Law, Orange, CA

(b) (6)

(b) (6)

Selected Accomplishments, Projects, and Initiatives:

(b) (6)

University of California, Berkeley, Berkeley, CA

(b) (6)

Selected Accomplishments, Projects, and Initiatives:

(b) (6)

BAR MEMBERSHIP

State Bar of California, (b) (6)

PROFESSIONAL LICENSES

Insurance Licenses for Property/Casualty and Life/Health (b) (6)

(b) (6)

Bar Admission

THE COMMONWEALTH OF MASSACHUSETTS

November 2011

Experience

U.S. HOUSE OF REPRESENTATIVES COMMITTEE ON OVERSIGHT & GOVERNMENT REFORM Washington, DC
Counsel and Deputy Parliamentarian December 2016 – Present
Counsel March 2016 – December 2016

- Advise Chairman Chaffetz on the floor and during hearings on parliamentary procedures and House Rules.
- Investigate and advise members on antitrust, appropriations, budget, financial services, and regulations.
- Responsible for hearing and investigation of FDIC's lack of de novo bank applications which resulted in new internal policies at the FDIC to track pre-file meetings.
- Authored Committee report on fines and penalties which found 34 agencies collected over \$83 billion between FY2010 and FY 2015 outside the appropriations process with no standardized accounting system.
- Monitor and evaluate midnight regulations and compile list of regulations for review under the Congressional Review Act.

U.S. HOUSE OF REPRESENTATIVES COMMITTEE ON SMALL BUSINESS Washington, DC
Counsel May 2013 – March 2016
Associate Counsel May 2012 – May 2013

- Provided legislative strategies and advice on access to capital, agency oversight, entrepreneurial development, financial services, intellectual property, Internet sales tax, procurement, and veterans' issues
- Worked in a bipartisan, bicameral manner to negotiate and aid passage of H.R. 208, RISE Act of 2015, (P.L. 114-88) which modernizes the SBA's disaster loan program as well as H.R. 1023, Small Business Investment Company Capital Act of 2015, and S.966, Commercial Real Estate and Economic Development Act of 2015, which were incorporated into the Consolidated Appropriations Act, 2016 (P.L. 114-113) and provide increased access to capital for small firms.
- Responsible for introduction and helping to pass H.R. 2499, the Veterans Entrepreneurship Act of 2015 (P.L. 114-38), which waives upfront fees for veterans on 7(a) express loans at no-cost to the taxpayer.
- Investigated whether federal agencies award contracts in compliance with the Small Business Act and FAR; including work that resulted in the repayment of over 1,300 small contractors.
- Authored Committee reports on legislation marked up and reported out of Committee.
- Evaluated proposed regulations and compose regulatory comment letters to agencies to promote compliance with current laws and highlight potential effects on small firms.
- Engaged in ongoing meetings and outreach with constituents, trade associations, and federal agencies including speeches and presentations on Committee priorities and effects of legislation.
- Organized and conducted Committee and Subcommittee hearings; including 2 hearings selected by Leadership as the Committee Hearing of the Week, on topics such as duplication, entrepreneurial development, occupational licensing, and verification programs.
- Responsible for overseeing interns and facilitating Committee's internship program to ensure rewarding and educational experiences.

U.S. SENATE COMMITTEE ON SMALL BUSINESS AND ENTREPRENEURSHIP Washington, DC
Research Assistant September 2011 – May 2012
Legislative Intern January 2011 – May 2011

- Co-authored the Federal Contracting Guide for Small Businesses.
- Prepared materials on issues including: amortization of copyrights, budget, derivatives, e-commerce, Internet sales tax, patents, procurement, regulatory reform, SBIR, tax reform, and veterans' issues.
- Drafted various legislative proposals and bills, consistently acting as liaison between fellow staff and legislative counsel.
- Formulated and implemented Intern Guide to ensure interns properly prepare hearing binders, follow staff writing guidelines, and perform effective research.

OFFICE OF SENATOR SCOTT BROWN (R-MA) Washington, DC
Legislative Intern May 2010 – July 2010

- Drafted and edited over 20 constituent letters in areas such as appropriations, education, environment, finance, healthcare, transportation, and veteran's affairs.

Education

UNIVERSITY OF NEW HAMPSHIRE SCHOOL OF LAW

Concord, NH

(b) (6)

(b) (6)

UNIVERSITY OF MASSACHUSETTS

Amherst, MA

(b) (6)

Pam Dixon

(b) (6)

Experienced attorney with extensive background in political communications, including gubernatorial campaign director, serving as campaign spokesperson, and working with media.

PROFESSIONAL EXPERIENCE

PRIMARY EXPERIENCE:

Hesse Martone, P.C.
St. Louis, Missouri

September 2014 - present

Senior Attorney specializing in litigation - focus on employment defense

- Represent corporate clients in defending employment claims under the Missouri Human Rights Act (MHRA), ADA, Title VII of the Civil Rights Act of 1964
- Ensure client policies comply with state & federal laws
- Involved in all stages of litigation including analyzing claims and defenses, preparing responsive pleadings and summary judgment motions, managing discovery, taking plaintiffs' depositions, preparing settlement and severance agreements
- Drafted motion for summary judgment for national non-profit client in defense of ADA claim; obtained summary judgment and prepared appellee brief pending with 8th circuit
- Retained four new clients within first year, including corporate and non-profit entities
- Secured statewide gubernatorial campaign as client and provided all legal services

Senior Advisor and Spokesperson for Missourians for Peter Kinder Gubernatorial Campaign

- One of two directors for statewide gubernatorial campaign
- Directed campaign planning, strategy and execution; managed staff of 14
- Official campaign spokesperson
- Built and managed relationships with national and state media outlets
- Prepared all press releases and official statements; oversaw social media communications
- Conducted all debate preparations for candidate
- Assisted in drafting campaign ad scripts for television, radio and digital advertising
- Oversaw fundraising effort of more than \$2.7 million from July 2015 to August 2016

Missouri Lt. Governor Peter Kinder
Jefferson City, Missouri

January 2011 - January 2013

General Counsel & Director of Policy - Office of Lt. Governor

- Handled all legal matters regarding the Lt. Governor, his office policies and staff; responded to all inquiries under Missouri's Sunshine Law and ensured office compliance
- Oversaw all policy decisions and worked with members of the state legislature
- Researched policy positions and made recommendations to Lt. Governor
- Represented the office on multiple state boards and commissions
- Managed official communications; drafted and issued press releases and statements
- Speechwriter for Lt. Governor; worked with national, state and local media

Campaign Director - Lt. Governor's Reelection bid

- 1 of 3 directors responsible for execution of Lt. Governor's successful re-election campaign
- Handled all campaign compliance matters with the Missouri Ethics Commission
- Worked with media vendors in preparing campaign statements and advertisements
- Part of legal team in successful lawsuit overturning Secretary of State's ballot language
- Speechwriter for the Lt. Governor; prepared press releases and social media statements

OTHER EXPERIENCE:

Kingdom Scene Endeavors LLC
St. Louis, Missouri

January 2013 – February 2014

Director of Strategy for technology start-up company

- In-house counsel; drafted and negotiated internal and external contracts
- Helped create and execute strategy that raised \$1.8 million in seven months from investors
- Developed marketing plan for traditional, online and social media methods
- Created Google AdWords and YouTube ads campaign
- Prepared terms of service and privacy policy for children's online virtual-world
- Researched regulations regarding company products and ensured compliance
- Handled all press inquiries and public relations matters; prepared advisories for investors

Lathrop & Gage
St. Louis, Missouri

Associate – Business Litigation and Labor & Employment

September 2009 – January 2011

Summer Associate – General Litigation

May 2008 – August 2008

- Successfully argued discovery and dispositive motions, conducted depositions, prepared pleadings and settlement agreements, researched and analyzed complex legal matters

U.S. District Court, Eastern District of Missouri
St. Louis, Missouri

May 2007 – August 2007

Judicial Intern for the Honorable Mary Ann Medler, U.S. Magistrate Judge

- Researched case law and drafted opinions regarding cases argued before Judge Medler

EDUCATION

(b) (6)

AWARDS AND RECOGNITION

(b) (6)

COMMUNITY INVOLVEMENT

(b) (6)

Michael R. Downing

(b) (6)

PROFESSIONAL EXPERIENCE

Republican Party of Pennsylvania

Deputy Executive Director

April 2015 - Present

- Designated as the principal staff contact for 21 national campaign events in Pennsylvania featuring Donald J. Trump and Governor Mike Pence. Responsibilities included: venue selection, logistics, crowd building, volunteer recruitment/management and event coordination.
- Organized and executed high-level campaign surrogate events in Pennsylvania featuring Ivanka Trump, Eric Trump, Mayor Rudy Giuliani, and others.
- Served as the PA GOP liaison to all Republican presidential candidates during the 2016 Pennsylvania Primary. This position focused primarily on ballot access assistance, volunteer trainings and general political support.
- Managed all PA GOP research projects and open records requests. Successfully litigated an open records denial before the Office of Open Records that was later upheld by the Commonwealth Court.
- Planned and executed the 2015 Northeast Republican Leadership Conference in Philadelphia. This three-day event featured prospective Republican presidential candidates, leading Republican surrogates and 12 in-depth training sessions.

Tom Corbett for Governor

Political Director

October 2013-November 2014

- Developed and executed all political and coalition strategies on behalf of incumbent Pennsylvania Governor Tom Corbett's reelection campaign.
- Supervised, directly, seven regional field directors and two coalition staffers.
- Designed innovative coalition-building strategies by targeting issue-oriented voters through aggressive grassroots and digital programs. This paradigm enabled the campaign to message approximately 20,000 issue voters through direct volunteer outreach.
- Worked in close partnership with the Republican Party of Pennsylvania with respect to all voter targeting, voter contacts and grassroots initiatives.
- Served as the campaign liaison to statewide interest groups regarding all policy-related matters. This position resulted in frequent meetings with relevant stakeholders to articulate the position of Governor Corbett while recruiting their support for his reelection campaign.
- Vetted and completed 35 policy surveys submitted to Governor Corbett by statewide organizations.
- Maintained primary oversight of strategic scheduling for Governor Tom Corbett, Lt. Governor Jim Cawley and First Lady Susan Corbett. This responsibility included developing and executing event concepts in targeted counties.
- Organized successful political rallies and events with national surrogates, including New Jersey Governor Chris Christie and Texas Governor Rick Perry.

Office of the Governor of Pennsylvania

Deputy Director of Public Liaison (Boards/Commissions)

January 2012-October 2013

- Managed the executive nominations and appointments made by Governor Tom Corbett to the more than 400 boards and commissions in the Commonwealth of Pennsylvania.
- Developed a comprehensive process for the recruitment, vetting and approval of all potential candidates for appointment. This process required frequent interaction with the General Assembly, local government officials, associations and other key stakeholders.
- Worked closely with cabinet secretaries on identifying and reviewing candidates for appointment to boards and commissions within their respective agencies.
- Maintained administrative oversight of several commissions under the direct jurisdiction of the Governor.

Office of the Governor of Pennsylvania

Deputy Director of Public Liaison (Correspondence)

January 2011-January 2012

- Managed a staff of nine with oversight of the Office of Correspondence and all receptionists within the Office of the Governor.
- Drafted all official correspondence on behalf of Governor Corbett and the 11 members of his Executive Staff.

Michael R. Downing

(b) (6)

- Supervised the timely review and response of all constituent correspondence. This involved a close partnership with the Offices of Legislative Affairs and Policy to properly convey the Governor's positions to the public.
- Developed a comprehensive approval process designed to ensure all gubernatorial proclamations were fully vetted and consistent with the policies of the Administration.
- Designated by Governor Corbett to serve as his representative on the Executive Board, the entity responsible for governing the internal administration of state government.
- Served as the Open Records Officer for the Office of the Governor. This position required frequent contact with Executive Staff and the Office of General Counsel to facilitate the disclosure of publically available documents to constituents.
- Worked with the Office of Administration to launch a new correspondence tracking system designed to increase efficiency and improve the quantitative data captured by the Office.

Republican Party of Pennsylvania

Political Outreach Director

February 2010-January 2011

- Directed the comprehensive 2010 Republican Party outreach programs designed to benefit Republican candidates for U.S. Senate, Governor, U.S. Congress, State Senate and State House.
- Managed a staff of six who performed various projects in a headquarters and field capacity.
- Controlled the State Party mail process, which required strict adherence to regulations set forth by the Federal Election Commission and postal regulations, and helped craft and approve approximately 700 unique pieces of mail.
- Supervised the planning and implementation of the 2010 statewide Election Day Operation program—exclusively focused on identifying and preventing fraud and other voting irregularities on Election Day. This included oversight of the Philadelphia Election Day Legal Center, where a team of attorneys documented and resolved any electoral problem reported in the city.
- Managed the Youth Outreach/College Outreach program charged with establishing viable new College Republican chapters.
- Served as the manager for member outreach to the 359 elected members of the PA GOP, including organizing and executing three annual PA GOP meetings, producing strategy briefings and providing general support to county parties.
- Developed an expertise in Pennsylvania ballot access requirements and review of election documents.

Republican Party of Pennsylvania

Deputy Political Director

April 2008-February 2010

- Directed all PA GOP education initiatives, which included the production of county-specific training manuals, as well as frequently presenting to county committee members on the roles and responsibilities of their position.
- Ran events with presidential campaign surrogates and worked as a deployed staff person running a county get out the vote operation for the 2008 McCain-Victory campaign.
- Drafted the proposal for the creation of a county party Executive Director Program. This partnership between the PA GOP and county committees resulted in the hiring of ten additional professional staffers across the Commonwealth.
- Served as the PA GOP liaison responsible for working with the National Republican Congressional Committee to assist congressional candidates in implementing an effective grassroots strategy.

Republican Party of Pennsylvania

Staff Assistant

June 2007-April 2008

- Assisted the Political Department in the execution of various grassroots, administrative and paid media activities.
- Served as the PA GOP Voter Vault administrator charged with maintaining voter data and granting access to the database; completed the Republican National Committee's "Advanced Voter Vault School."
- Prepared the annual PA GOP Almanac, which contains a compilation of membership contact information and archived election results.

EDUCATION

Loyola College, Baltimore, MD

(b) (6)

(b) (6)

PROFILE

Persuasive, resourceful, **Strategic Communications / Project Director** continuously adds value by planning and executing Event-Projects with related logistics, including the building of performance boosting partnerships and alliances. As a decisive organizational Project Manager, forms aligned implementation teams. Adept at Crisis Management. *Background:* White House Staff (Executive Office of the President), Political Campaign Management, Global Strategic Communications, Government Procurement and Public Policy. *Selected competencies include:*

- Evaluates each dimension of a situation: needs of competitors / allies, significant gaps in resources as well as external and internal realities, including political, financial and regulatory factors;
- Creates comprehensive themes, targeted messaging / imagery and implementation strategies for strategic communication plans;
- Identifies root issues, plans communication strategy and tactical responses, dealing simultaneously with internal dynamics and external positioning;
- Adapts rapidly to unanticipated, evolving challenges, devising and implementing seamless solutions;
- Selects best-fit, high performing talent and precisely defines project scope, roles and related objectives;
- Motivates by defining expectations and assigning levels of accountability, achieving on time / on budget results.

Big Picture	Planning	Team	Implementation
Political Environment	Event-Project Blueprints	Conflict Resolution	Media Management
Strategy	Operational Schedule	Partnerships / Alliances	Resource Deployment
Project Budget	Vendor Selection / Contracting	Critical Delegation	Crisis Management / Communication

PROFESSIONAL EXPERIENCE

DONALD J. TRUMP FOR PRESIDENT, INC, New York, NY

2016

Lead Advance Representative

Directed an Advance team to produce public and private events for Presidential candidate Donald J. Trump and Vice Presidential candidate Mike Pence across the country.

THREE RIVERS SOLUTIONS, LLC, Alexandria, VA

Present

Boutique public affairs and political advisory firm.

Founder and Principal

Provide campaign management, issue advocacy and event planning and management services to political campaigns at all levels and business clients.

JOHN MAHER FOR PA AUDITOR GENERAL, Pittsburgh, PA
Statewide political campaign.

2012

Campaign Manager

Developed messaging; functioned as spokesman and wrote speeches; composed press releases, web content and addressed organizations. Managed social media accounts; drafted and implemented operational and finance and budget plans. Granted interviews as candidate surrogate. Built and implemented campaign plan; hired and supervised field staff / consultants. Coordinated activities with other campaigns and committees throughout the state.

SANITAS INTERNATIONAL, Washington, DC

2011

Global strategic communications, public affairs and political advisory firm.

Director

Contracted to advise presidential campaign in Democratic Republic of Congo (DRC) on modern communications and campaign management techniques.

Congo Campaign: Established joint opposition campaign office in Johannesburg, South Africa; created comprehensive campaign plan and related themes; created branding and high quality website and developed effective social media strategies. Produced web videos and audio messages distributed worldwide to supporters and international media. Using surrogates, organized rallies in US, UK, France, Belgium and South Africa to gain international media coverage.

RICK SCOTT FOR FLORIDA GOVERNOR, Fort Lauderdale, FL

2010

Statewide political campaign.

Operations Manager

Directed expansion of field staff / operations. For candidate events, superintended staff, logistics, media, and budget. Assessed inherited party infrastructure. Developed plan to eliminate organizational gaps by hiring field staff and expanding field office locations. Planned / executed candidate events in assigned region and brought in national figures for major events. Collaborated and shared resources with other campaigns in the state.

TERRESTAR NATIONAL SERVICES, Reston, VA

2009 - 2010

Manufactured and marketed fully integrated, resilient, satellite-terrestrial mobile network.

Deputy Director for Government Operations

Directed government procurement process and managed sales / marketing efforts to state and federal agencies.

GSA Schedule Submission Process: Worked with various divisions within the company to prepare the schedule application. Defined ideal pricing. Point of contact for Contract Review Officer and managed final negotiation. Through extensive network of government contacts, developed and increased participation in pilot sales program.

THE WHITE HOUSE, Washington, DC

2004 - 2009

Executive Office of the President of the United States, Office of Advance.

Advance Representative

Traveled to 40 states and 10 countries, planning and executing 100+ events for the President, Vice President and First Lady. Planned event logistics while coordinating US Secret Service, White House Military Office and White House staff components. Created visual messaging. Worked closely with national media.

President Bush - Tanzania: As Team Leader in a large, multi-agency Advance Team, planned and executed President Bush's historic visit to Tanzania to promote PEPFAR (President's Emergency Plan for AIDS Relief) results, which helped to secure ongoing Congressional funding and program expansion under President Obama.

VP Cheney - USS Stennis: Worked productively with ship's leadership team to engineer solutions in achieving security, communications and stagecraft objectives. Assumed control of Navy PAO (Public Affairs Office) in creation of imagery for messaging. Managed media movements, ensuring optimal coverage, which reinforced this historic political message.

VP Cheney - Iraq: Oversaw construction of outdoor rally site for 15,000 people. Had staff of Army PAO function as photographers, supplementing limited press pool coverage. Coordinated base PAO, Pentagon Public Affairs and White House Press Office to utilize Defense Video and Imagery Distribution System, giving world-wide media outlets immediate access to photos and video.

U.S. DEPT OF HOUSING AND URBAN DEVELOPMENT, Washington, DC (2005 - 2008)

Federal, cabinet-level agency charged with creating sustainable, inclusive communities and quality affordable homes.

Senior Advisor to Assistant Secretary / Project Manager: Key Change Initiatives

Functioned as sole political advisor, providing situational awareness and strategic advice. Dealt with media requests and wrote speeches, presentations and trade publication articles. Developed and planned annual budget of \$250M.

Restructured Grant Process: Functioned in primary operations role to define process needs in 9 program offices: advised core players on political issues; functioned as resource provider in support of field offices nation-wide; solved practical problems, removing obstacles to progress, often cutting through red tape to expedite forward movement.

HUD Background Check: Brought Security Directors from other Federal agencies to share Best Practices. Addressed staffing issues by initiating country-wide training program and reassigning staff as needed. Reduced applicant backlog from 18-months to 45 days, and moved HUD from red to green on the President's Management Agenda.

THE WHITE HOUSE CONFERENCE ON AGING, Washington, DC

2005

Delegate Coordinator

BUSH CHENEY 2004, Arlington, VA

2004

Vice Presidential Advance Representative

ADDITIONAL POLITICAL EXPERIENCE

Mitt Romney For President (2012), Rick Perry for President, Jon Huntsman for President, Scott Brown for U.S. Senate (MA), Bob McDonald for Governor (VA), McCain Palin 2008, Jim Roddey for Allegheny County Executive (PA), Melissa Hart for Congress (PA)

EDUCATION

(b) (6)

Villanova University, Villanova, PA (b) (6)
National University of Ireland, Galway, Ireland (b) (6)

TRAINING

Leadership Institute, Office of Personnel Management, Center for Leadership Development,
Federal Acquisition Institute

PROFESSIONAL AFFILIATIONS

The American Association of Political Consultants, The Pennsylvania Society, Republican Communications Association

(b) (6)

John E. Jagers,
Hands-on Executive: Operations, Political Operations, Capture, Program Management

SUMMARY AND HIGHLIGHTS

Mr. Jagers was the NVA and MD State Director for the Donald Trump for President Campaign and handled special assignments in NVA for the campaign. He works in Northern Virginia professionally as a highly successful Executive Capture Manager and an NVA political activist with the Republican Party, Tea Party, and an education choice advocacy non-profit, SEEDS. He is an expert in federal IT, complex sales, federal acquisitions, and federal agency operations.

- ◆ Skilled/activist Director of an education non-profit successfully navigating legislation for Education Savings Accounts (ESA) through the Virginia General Assembly (GA). Built a *repeatable, teachable* process to secure minority community outreach & support for conservative political efforts. Successfully negotiated for the State NAACP's endorsement of ESAs. Employed that process to the Asian & Hindu Indian communities for their support for Mr. Trump.
- ◆ Executive with more than 25 years of IT and Facilities Engineering, Program Management, and Business Capture. Primary role for the past 10 years is principally hands-on capture experience in all phases of the sales cycle from client and program identification to capture, technical solutions, proposals, and transition to operations post-award.
- ◆ Led or significantly contributed in the pursuit of more than 150 Federal proposal-capture efforts as the lead or solution architect. Wins valued in excess of \$713.8 million dollars as either a prime contractor or a consultant to prime contractors. Has extensive expertise in HHS, Navy, USAF, DLA, Dept. of State, PBGC, USPTO, and HUD. Successfully completed numerous projects and captures executed in a cross section of other agencies and departments within agencies.
- ◆ BSEE from the U. of DE with functional experience in communications, IT (infrastructure and development), base operations, and regulatory management. Regulatory management is principally in acquisition, grants management, and PMO operations. Expert in use of the SBA 8(a) and small business programs for innovative capture approaches.
- ◆ Leverages detailed agency operations knowledge and buying patterns of more than 42 different agencies to help clients (or the Trump Administration) achieve goals.

Below is a table summarizing the agencies and programs where capture or operation efforts were executed:

Agency/ Dept.	Signature Programs/Bids/Projects	Functions/Capabilities/Work Products
HHS/HHS Acquisition	HHSAR proposal, HHSAR Transition Manager, SME for the Sr. Procurement Executive (SPE)	Capture lead, Solution Architect, Transition Manager, Process analyst, Technical SME
Navy/SPAWAR/Naval Postgraduate School, NAVFAC, Office of Naval Research (ONR)	Submarine comms (Trident Radio Room), VLF Comms, Strategic comms, SEAPORT-e, NPS/DLI IT, Diego Garcia Base Operations, Djibouti Base ops, directed energy weapons S&T	Executive, Executive Program Manager, Capture Manager, Solutions Architect, Transition PM, Proposal Manager and principal author, technical SME, systems engineer:
CMS/CMS IT Security	CMS IT Security Support (ITSSS)	✓ Direct Agency/ customer support as Sr. Advisor and SME on Acquisition, IT, and program implementation
US Army, Army IT	ITES II, Ft. Sam Houston BPA	✓ Guided clients on ACAT I programs and regulation re-writes
USAF/ Material Command	NETCENTS task responses, NETCENTS-2 winning EISM, SW, and NetOps, Air National Guard	✓ Developed technical solutions (IT, Comms, agency operations)
HUD	HUDNET, HUDNET IV&V	✓ Project Management Plans, Transition Plans, and Management Plans and Approaches conforming to industry standards and agency SDLC's
USDA	Natural Resources Conservation Service (NRCS)/HQ Security	✓ Price solutions, price models
Intel Community	Cloud tools, Counter Terrorism Support	✓ Performed specialty recruiting
DHS, US Coast Guard	EAGLE II, S&ST BPA, USCG Command Network	✓ Capture strategies, detailed technical solutions, plans, briefs, winning proposals
Dept. of State	Diplomatic Security, HITSS, Iraq Embassy Base ops, Iraq Logistics (BLISS Contract)	

Proven Political Leader: led more than 5,000 volunteers spread across 39 counties in NVA and MD. Led coalitions for veterans, Hindu Indians, and Asian American communities. Supported DJT from July 2015 to present. Developed an extensive support network for Mr. Trump in both MD and VA. Teams developed were diverse, aggressive in their support of President - elect Trump, and delivered throughout the primary. Teams fought aggressively against the never-Trump efforts in NVA and disruptive actions of the former Virginia Campaign Chairman. Provided advice and support to Virginia Republican Chairman, and Republican statewide candidates for senate and gubernatorial efforts.

Capture Manager/Solution Manager: Capture managers lead complex sales efforts by federal contractors to 'capture' federal contracts. Started career as electrical/systems engineer with a BEE (BSEE) from the University of Delaware. Designed current generation submarine radio rooms & designed numerous federal operations projects including the financial services IT, the Iraq embassy, and support for various overseas military bases. Expert in acquisition regulations, processes,

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and policy/procedure. From the beginning of his career, Mr. Jagers has led proposal and technical solution tasks, and later full captures. As either a prime contractor or as a consultant, he 1) develops capture strategies and partnering relationships, 2) writes and negotiates teaming agreements, 3) develops client communication plans to shape RFPs pre-release, 4) develops proposal strategies, 5) writes both technical and management volumes, and 6) writes and briefs orals on behalf of clients. As part of these efforts, functioned as a solutions architect, capture manager, author, and pricing specialist/analyst. Worked for large scale systems integrators, (CSC, SRA, Serco, ManTech, PAE, GD) commercial satellite industry (Comsat, Hughes, GE Spacenet), and small/mid-size companies as a capture director, executive, or consultant.

Federal Agency Operations: IT system operations and acquisition services are critical functions for any federal agency. Both IT and acquisition support require detailed understanding of agency missions, goals, objectives, budgets, and operations to be successful. Mr. Jagers has supported civilian, DoD, and DHS/intel communities with IT services and acquisition support. He has led teams on major weapons program acquisitions (SSGN radio Room) and civilian regulatory efforts. He led a team that re-wrote HHS acquisition regulation supplement to the Federal Acquisition Regulation (FAR) from 2013 to 2014. He also supported grants regulatory reviews and training. Develops POMs, CPIC submissions, and small and large scale federal program budgets. These projects cross the spectrum of agencies and interagency actions, particularly with the Office of Management and Budget (OMB) and demonstrate a deep insight to agency internal, and cross agency, operations.

Program Management: Sr. PM with full P&L responsibility for all programs managed. Developed programs to complete the design of new satellite terminals (VSATs); deployed numerous overseas and national networks. Provided thought leadership and direction to resolve complex SATCOM integration solutions and two new developments. Left the satellite industry to return to federal contracting as a Sr. Program Manager for federal programs. Provided Program Management to federal IT clients: PBGC, US Coast Guard, Federal Highway Administration, and US Army. Developed and executed programs for internal projects to obtain CMMI verification, ISO 20000 certification, and corporate/client ITIL implementations. Supported proposals throughout all of these activities as a “secondary” corporate function.

Engineering/Technical: Worked as a contracted systems engineer for the United States Navy, predominantly with CSC (10 years). For the Navy, developed a wide variety of highly complex IT and signal processing solutions for the Navy’s submarine force from detailed signal processing analyses to large scale integration programs and design. Support included developing funding profiles and “keeping the program books” for the TRIDENT Radio Room effort and the full design of the next generation Radio Room (currently deployed). Moved to the commercial satellite industry during the dot-com era and deployed global and national networks solving complex link analysis, IT integration, and used earned value management to manage international programs.

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CHRONOLOGICAL DETAIL

December 2015 – November 2016, Ashburn, VA – Trump MD/NVA State Director

Role: State Director/Strategist for Minority Outreach

Quick backstory: Joined the campaign as a volunteer in July 2015. Assisted in-state team with Northern Virginia grass roots and emerging leader volunteers for Mr. Trump. Joined the campaign in December as paid staff. In January recognized that MD delegates needed to be identified by 2 Feb to be eligible on the MD ballot & started work in MD on 5 January while continuing to support NVA and call-center outreach to other primary states.

Started Dec 2015, State director NVA/MD and delivered 100% of MD delegates during the primary. Raised \$50k from Mitzi Perdue and another \$4,000 for the MD GOP to support purchase of signs along the I-95 corridor and beach traffic. More than 1M voters saw those signs travelling to MD beaches from VA and PA or traversing I-95.

Part of the successful whip operations during the RNC convention, managing MD delegates and supporting Bill McGinley to head off adverse convention action from Never-Trumpers/Free the Delegates groups.

Worked with VA leadership teams (including Eric Trump) to make VA competitive, organized the VETS for Trump effort in MD and VA, organized state chapters of Vets for Trump (see Bob Carey/Matt Miller) organized the OPO event with Vets campaign lead where DJT trolled the media on Birtherism, led more than 5,000 volunteers, worked closely with the National Diversity Coalition (Bruce Levell) to kick-off the Woman's Tour in Leesburg, VA, aligned Hindu Indian Community in NVA/MD to Team Trump working with Lara Trump and Lynne Patton, managed final events in NVA for Ivanka, supported VIPs Keith Kellogg and Bert Mizusawa in NVA in the last two weeks of the campaign.

November 2013 – January 2016, Chantilly, VA

Role: Solutions Manager (Exec VP, Capture, Proposals, Transition Program Manager for new programs)

Quick backstory: Joined PL Systems at the request of long-time (>10yrs) business friends who wanted to move PL Systems from a boutique company to a full service federal contractor. PL Systems principals are returning to a boutique company model and an eventual, near-term retirement of the principal owner.

Leveraged PL systems 8(a) status to win a crucial HHS contract to re-write the HHS agency acquisition rules and a PBGC contract to manage the IT and writing of PBGC's extensive process and procedure manuals for pension management. Won SeaPort-e and eFAST IDIQ contracts as an 8(a). Worked multiple opportunities that were subsequently, unfortunately, cancelled.

Executed a process to develop a mentor protégé relationship to expand PL Systems bid pipeline. Used past agency knowledge to create opportunities with large primes to expand PL Systems bid opportunities.

Key accomplishment was the successful start-up and execution of the first phase of PL Systems HHS Acquisition Regulation Re-write contract. This contract was a routine, important but not urgent effort by HHS to re-write their Acquisition regulation supplement to the federal Acquisition Regulation (FAR). As the Healthcare.gov debacle unfolded, the HHSAR project was named as a solution to prevent future reoccurrences in congressional testimony. From that point forward, Mr. Jagers was assigned full-time to ensuring the HHSAR program succeeded and that the HHSAR was re-written. Supported the HHS SPE in executive staff meetings. The final publication of the new HHSAR is imminent in the Federal Register (est. Dec 2015).

September 2010 – November 2013 (37m) Wolf Den Associates, Director, Solutions Manager (Capture & Proposals)

Role: Solutions Manager (Director, Capture, Proposals, Transition Program Manager for post award support)

Quick Backstory: Met the Principals of Wolf Den as my proposal support subcontractor at TechTeam. TechTeam was Wolf Den's second customer. Started working at Wolf Den as a 1099 resource, transitioned to W-2 as Wolf Den grew. Provided hands-on capture, proposal, merger and acquisition analysis, pricing, and transition support to project awards. Won than \$713.8M in federal contracts for Wolf Den clients as either a lead of significant contributor.

Executed 136 billable/paid proposal actions from RFP bid/no-bid decisions to full capture and proposal activity across the federal procurement process from identification of need on the federal side through procurement to transition and execution.

Facilitated the sale of small businesses as part of the Buy-side support in the Wolf Den model. Buy-side support includes analysis of the value of companies on behalf of perspective acquiring companies.

Most significant proposal developed was a 1600 page base operations proposal scoring "one, highest confidence" for technical capability. Significant wins, include two base operation wins, successful sale and acquisition of an intelligence boutique company for \$22M, HHS/CMS IT security contract for \$19.8M, a large \$100 limited ward (guaranteed direct labor) DHS research contract, and a small, but highly strategic intelligence agency contract for \$2M requiring innovative cloud computing and commensurate security operations. In addition to these primary efforts, contributed to awards totaling \$63.6M

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functioning a volume lead, pricing specialist, executive summary author, transition plan author (and bid Transition PM) and solutions lead.

Note that to win the CMS bid, an extensive post-submission/post-evaluation Evaluation Notice (EN) effort requiring significant additional material to be submitted. The principal issue focused on the Organizational Conflict of Interest (OCI) plan where CMS had unique requirements to meet for this effort. Post award, provided extensive transition support to transition the contract to the client company.

March 2008 – August 2010 (30m) TechTeam Government Solutions, Chantilly, VA

Quick Backstory: Introduced to TechTeam by a high-caliber executive recruiter. Joined TechTeam as Director of Capture working for a management team seeking to grow and then sell the firm. Within 90days of start, the corporate owners changed strategies and management teams to focus on a faster company sale cycle. Adapted to the new management team and produced the results below. Most significant accomplishments were the winning of a major GSA Public building Service (PBS) bid worth \$50M based on options exercised and the award of the NETCENTS EISM bid which was a contributing factor in the successful company sale. TechTeam was sold to Jacobs Engineering who run capture and proposal efforts from Tennessee. Joined Wolf Den after the sale and completion of the terms of an accepted buy-out package.

Solutions Manager (Director, Capture Manager)

- Responded to over 49 RFP or proposal efforts since joining TechTeam - Results:
 - 49 total proposal/capture actions resulting in 22 Proposal Submissions as a prime or sub.
 - Of the 22 props, 6 wins, 12 losses, and the remainder (4) awaiting decision as of (08/10)
 - Single task win value exceeds \$50M with all options exercised
 - Above actions result in an average of 1.6 props worked/month with 2 major efforts incorporating written, prototype development, demonstration, and orals in combination requiring extended effort in FY2009.
- Established a Phased, Step review for assessing and organizing DoD capture efforts and other assigned captures
- Built Proposal estimation and budgeting work sheet keyed to TechTeam proposal process and linked to the Purchase request process with closed loop review incorporating Deltek
- Built a USA Contact task order response template reducing USA Contact response times by 50%, increasing throughput the same percentage leveraging pre-built solutions, management methodologies, and past performance, and resume citations
- Developed an opportunities tracking tool to track opportunities, company backlog, revenue goals, and required proposal actions facilitating resource assignment for capture/proposal efforts

June 2006 – March 2008 (18m) - DSD Laboratories, Fairfax, VA

Quick Backstory: Introduced to DSD by a recruiter. Joined DSD as Director of Capture. DSD was a small business focused on security and USAF software development that aged out of the 8(a) program. Worked to restructure the organization for more general IT solutions. Successfully won the Alliant Small Business contract. Have partnered with DSD recently to subcontract under their Alliant SB vehicle.

Sr. Business Manager (Capture Manager)

- Wrote written RFP Response and Orals and briefed Orals for a \$100M BPA for USDA NRCS at Fort Collins, CO.
- Developed initial 14 Month Pipeline of potential bids and RFP's for DSD
- Developed a set of standard management practices built around DSD's nascent brand and incorporated those principles into a marketable, executable management plan which can be ISO 9000 certified, a DSD Goal
- Defined and created architectural view of DSD EVM system built around DELTEK COBRA EVM
- Revived an Army, fully competed BPA with \$100M ceiling. DSD was only awardee under the BPA. Marketed the BPA with 1 Call Order started in July, CO#2 to start in Feb, and CO#3 currently being marketed. BPA was put in place to support the anticipated growth of Ft. Sam Houston due to BRAC.
- Created DSD Proposal Style Guide and standard responses that are still used by DSD
- Developed DSD Capture Process and BD Process. Process is based on a Step process for identifying qualifying and pursuing opportunities and tracking the pursuits through the award decision.
 - Recent awards derived from executing opportunity pursuits under the step process-- Strategic win on DSD Eagle contract at FEMA for Information Assurance work, IRS BPR effort, Ft. Sam Call Order for SW dev/Tech writing
- Lead DSD Effort for Alliant SB resulting in a win. Worked to implement the Project Management Information System proposed. Pre-marketed the contract to select small business partners.

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Feb 2005 – June 2006 (16m) - The Centech Group, Arlington, VA

Quick Backstory: Met Centech owners while they were considering and eventually decided to pursue a large PBGC infrastructure contract. I had PBGC program management experience. Worked a large number of bids across a segment of the civilian transportation and DHS agencies. Worked numerous NETCENTS I task order responses. Most significant accomplishments were winning the US Coast Guard work and the ARDTEAS base operations contract.

VP Network Infrastructure Division

- Lead/worked 23 proposal efforts with 6 solicitations postponed or cancelled, 10 losses, and 7 wins
- Major Wins and contribution include:
 - ARDTEAS, \$350M Edwards USAF range award, re-wrote initial submission during RED Team, wrote initial, proposed Transition Plan
 - USCG Headquarters, \$25M IT Support Contract, wrote & briefed orals
 - ITES-2s Army IT Support in partnership with Apttis, wrote and briefed Pre-Task Order Operations part of orals and briefed Pre-Task Order Operations at orals
- Written proposals for Government Wide Acquisition Contracts (GWAC) task orders on NETCENTS, COMMITS NexGen, and VA GITSS; knowledge of submission timelines, rules, & procedures and typical win criteria
- Operational Responsibility & Accomplishments
 - Developed CMMI level 3 documentation for Network Infrastructure Support
 - Recovered Federal Highways document automation task (LPOS) from potential liabilities due to employee misrepresentations of work accomplished – this was an inherited task and final disposition was a 2 year contract renewal with the prime contractor Indus
 - Developed uniform, systematic method for estimating and planning Network Infrastructure Projects incorporating Service Desk, Systems/Server engineering and administration, LAN/WAN support and ancillary services support
 - Developed and implemented an After-hours support tracking tool, IncidentManager – particularly useful for client situations where the client ticketing system cannot be easily changed or modified and for client circumstances where After-hours support needs to be extensively documented
 - Introduced the IT Infrastructure Library (ITIL) to CENTECH and used ITIL principles in the development and USCG Headquarters IT win.

Jan 2004 – Feb 2005 (13m) – Cexec, Reston, VA

Quick Backstory: Seeking to leave the satellite industry as the Dot-com bubble burst, joined Cexec as an IT Infrastructure program manager. Contract was underperforming when hired. Mr. Jaggers' hire was to address a cure letter issued by PBGC and we were able to successfully turn the contract around and grow it from 21FTE to 36 FTE. Eventually grew to 50 FTE.

> Sr. Program Manager, PBGC Project,

- Lead 2 contract vehicles to operate PBGC's Enterprise IT Infrastructure, one contract vehicle successfully closed with no cost over-run and received an outstanding rating from PBGC, with a Quality rating: On a 1-5 scale, 5 = outstanding, received a 5 rating from PBGC in an independent quality survey. Lead an enterprise IT shop of 36 IT professionals comprised of SAN engineers, MCSE's, communications engineers, Internet/Web engineers, Sr. Advisors in: Continuing Operations, (COOP), Outsourcing, Desktop Engineering, and Security.

- Increased billable staff from 21 to 36 a 71% increase, increases the annual revenue base by appx. \$2.1M
- Initiated a shift from un-managed infrastructure to infrastructure managed using the IT Infrastructure Library (ITIL) framework. Comparative study of CMM, ISO-9000, and ITIL was made with ITIL being selected.
- Sold PBGC on the idea of training PBGC Infrastructure Administration group in ITIL & getting ITIL foundation certification for all of Cexec Staff (\$37,500 cost savings to overhead)
- Performed ITIL assessment of PBGC operations, determining that availability management and configuration management were the 2 core focus areas needing the most improvement in PBGC's infrastructure

> Lead a team of MCSE's and SAN engineers to stabilize PBGC's unique (only known configuration) Veritas Storage Management SW, HP/Compaq SAN environment. Availability of SAN in Jan was less than 90%, SAN Avail @ 99.9%+

> Lead a team of MCSE's, SAN engineers, and Comms engineers to a successful COOP scenario per PDD-67 while simultaneously working to improve PBGC's remote access services

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- > Re-organized staff into 3 teams and trained 3 Sr staff to be Project Managers with authority to hire & fire. All PM's are working towards PMP certification. Matrixed technical team into an ITIL based service framework to manage PBGC tasking and enterprise IT requirements.
- > Deployed an infrastructure monitoring tool. Tool provides 1-stop shopping for determining the basic health of the infrastructure from a management perspective. System is called 1-Check. Adding Compuware tool set to system fall 04.
- > In response to PBGC emerging requirements, have created an eRecords team to assist with the procurement, installation, and operation of an eRecords solution for PBGC.

Feb 2003 – Jan 2004 –Freelance Consulting – 24/7 Group

Quick Backstory: Anticipated the ending of the SATCOM industry as a viable IT connectivity solution for high-speed two-way communication in metropolitan areas. Took on Free-lance work to re-acquaint myself with federal work ahead of returning to the federal market and leaving the satellite industry.

- > Federal Procurement Consultant (Tower Tech)
- > Assisted 3 Small Business/8A business's respond to federal IT procurements
 - Wrote technical response for DEA Concorde Proposals, vehicle 4 & 5, wrote technical response for Army Logistics Command, G4, wrote technical response for NIH Switch Technology Transition
- > Consulted with Anteon Corp for Optical WAN for Washington DC
 - Wrote Implementation Plan, Risk Management Plan, prepared technical response to oral presentation, work done as consultant was for federal contractors & had no conflict of interest with Hughes commercial WAN projects

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SATELLITE PROGRAM MANAGEMENT PHASE OF MR. JAGGERS' CAREER

Quick Backstory: The civilian/commercial satellite industry in the late 90's and early 2000's was a tight, small community of companies. It was built principally around 2-way credit card transaction processing and with the dot-com era attempted to provide 2-way high speed broadband communications. That solution is not economically viable in metropolitan areas and limits opportunity for growth. Joined the SATCOM community after leaving CSC at the prompting of a former CSC executive with whom I worked with for an extended period of time. Worked at each of the major SATCOM companies before returning to the federal market space.

Aug 2001 – Jan 2004 (2.5yrs) - Hughes Network Systems, Germantown, MD

- > Sr. Program Manager, Commercial Division
- > Lead technical teams to meet HNS revenue and contract requirements for WANs & WAN services
- > Have direct, day-to-day responsibility for client accounts
 - Lead WAN rollouts for 4 new accounts and managed 10 existing accounts. New accounts were McKesson Pharmacy Systems, Cardinal Health Network, ACS data network for weigh stations, and Casual Male.
 - Deployed HNS newest enterprise SATCOM equipment to 600 sites (Casual Male)
 - Delivered under a tight, 30 day schedule
 - Task included defining new processes for support and commissioning
- > Trained other HNS PM's for high-speed rollouts
- > Transitioning from legacy to current technology on two accounts
 - Migrating over 7500 AOL accounts to Direcway
 - Upgrading Footlocker/Champs retail network. Network deployed in coordination with a new retail POS/Register technology to CONUS & OCONUS sites

Aug 1998 - Aug 2001 (3yrs) - GE Capital/Spacenet

(Merged with Gilat, 1999, now known as Spacenet)

- > Program Manager
- > Lead technical teams to meet Spacenet revenue and contract requirements for WAN & WAN services
 - Managed client expectations, coordinating resources both technical and logistics in a matrixed environment
 - Performed risk assessments, managed product and service definition from conception to launch,
 - Provided detailed cost and P&L impact assessments to Sr. Mgt
- > Restructured and helped re-organize Spacenet's business processes for service delivery while implementing a SAP based ERP system
 - Defined key process steps to successfully rollout a new WAN
 - Wrote the PM rollout guide that became Spacenet's ISO 9000 PM Handbook
- > Worked internally with engineering and externally with client technical staff to derive implied technical requirements from general contract requirements
 - Developed WBS structures
 - Built detailed Project Plans using MS Project
 - Developed in coordination with engineering:
 - Detailed engineering specifications
 - Customer deliverable packages (Hubs, documentation, remote site equip.)
 - Typical protocols used were IP, HTTP, X.25, and slotted aloha for SATCOM
 - Typical applications were: Web enabled inventory control systems, Point of Sale (POS) comms, and Consumer Broadband Offerings
- > Ran multiple Satellite/VSAT/WAN projects
 - Of the accounts listed below, 8 were planning to leave Spacenet before my tenure as PM.
 - 7 were recovered and the revenue base for those accounts grew from \$15.2M annually to \$19.4M, a 28% increase

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- > Account list & scope measured in sites/hubs/ISP services (SATCOM business success is measured in sites deployed)
 - FTS 2000 Video training/distance learning WAN 1220 sites 1 hub
 - DLA Video training/distance learning WAN 35 sites 1 hub
 - Schwanns Ice Cream Data Network 590 sites 1 hub/RFT
 - John Deere Dealer Network 770 sites
 - Hollywood Entertainment Data Network 1850 sites (Poor link performance jeopardized the account, successfully optimized performance and saved account)
 - First Union (now Wachovia) Corp Comms network 1600 sites 1 hub
 - First Union (now Wachovia) Data Network 900 sites 1 hub
 - Cumberland Farms Data Network 650 sites
 - HE Butt Groceries 250 sites 1 hub
 - MSN/Radio Shack Demo Network 4207 sites 1 hub 1 ISP svc
 - Starnet Cable TV head end Data Network 90 sites 1 hub
 - Friendly Ice Cream Data Network 350 sites
 - Starband Consumer Broadband Model 180 Network 26,000 sites 1 hub 1 ISP svc (Rolled out in 90 days)
 - Gilat Latin America Broadband 2000 sites 1 hub 1 ISP svc
 - TOTAL 40,512 sites 10 hubs 3 ISP services*

Jun 1997 to Aug 1998 (14months) - COMSAT RSI

- > Program Manager tasked immediately (within 1 month):
 - Staffed and completed cost models for three proposals
 - Kicked off 2 new Programs
 - Brazil telecom earth station
 - Saudi Arabian Mobile Voice SATCOM network
- > At 6 Months assumed the lead in another division on 2 projects in jeopardy
 - Required mgt of both the production and integration facilities at CRSI, MD
 - Restructured test processes to meet schedule while exceeding QA goals
 - Re-negotiated test criteria and delivery schedules with all clients
 - Above occurred while transitioning production from FL to MD
- > Account list and results
 - Korea VSAT - Rev of \$2.9M, increased Gross Margin by 22% - added \$1M tasking
 - Brazil VSAT - Rev of \$3.5M, increased Gross Margin by 6%
 - Brazil Earth Station - Rev \$12.7M, Held margin to plan
 - Saudi Voice/VSAT - Rev of \$2.9M - Held margin to plan

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EARLY CAREER

Quick Backstory: Worked for two companies in my early career, starting at a small boutique submarine communications design firm. CSC was competing to win a major submarine communication contract based in Washington DC and recruited me for my design work on Submarine Antenna buoys, a highly specialized engineering discipline. Spent formative years at CSC as an innovative engineer and proposal technical subject matter expert (SME). CSC had a "culture of capture" for ambitious staff. CSC trained Mr. Jaggers in capture, proposals, program management, and complex sales.

Aug 1987 to Jun 1997 (9.5 yrs) - Computer Sciences Corporation (CSC)

- > Started at CSC as a junior engineer and worked my way up to task manager
 - Worked 9.5 yrs on systems eng. contracts for the US Navy
 - Principal client was SPAWAR
- > Major accomplishments
 - Increased task order business on IDIQ contract from \$250k to \$650k
 - Managed time and materials, fixed price, and cost plus award fee vehicles
 - Developed core specification and POM submission for new Trident Radio Room
 - Developed advanced concept paper for Large Stealthy Combatant communications
 - Provided detailed DSP analysis & A/D Converter specifications for new VLF receiver
 - Reviewed and wrote numerous documents (CDRL's) related to the Acquisition process (DOD 5000)
 - Developed new program start design trade-off analysis for ISABPS Program
 - Lead a team of 4 engineers in the development of a document imaging system able to use narrow band communication channels
 - Developed new program start and final close out for ACAT I Programs (Programs requiring congressional approval)

******** Nov 1986 to Aug 1987 (9m) - Scientific Management Associates (SMA)***

Developed a new self-destruct mechanism for the OE-305 Communications Buoy using shaped memory alloys
Wrote the user's manual for the PERA-CRUCES Maintenance system

EDUCATION

(b) (6) University of Delaware **(b) (6)**

Newark, DE, **(b) (6)**

Frontline Leadership Training, CSC (CSC PM Training)

Personal Marketing Initiative Training, (CSC Sales training for technical staff)

Proposal development, RFP Analysis, and Proposal assessment training (Shipley)

GE 6 Sigma Quality Training/Greenbelt

IT Infrastructure Library (ITIL) Training

OTHER INFORMATION BEARING ON LEADERSHIP QUALITIES

Executive Director, Securing Equal Educational Development in Society (SEEDS) – Non-profit corporation formed to promote improvements to Virginia's education system through community organizations and the VA State General Assembly (legislature). Organized as a 501(c) 4 Corp. (Jan 2013- Present (incorporated Jan 2014))

Treasurer Washington DC Shotokan Karate Club – Club operated as a 501(c) 3 Corp. (Nov 91- Nov 95)

President Fairfax County Vocational Advisory Committee (1989-1990)

CLEARANCE

(b) (6)

JESSICA L. JENNINGS

(b) (6)

EDUCATION

(b) (6)

University of Alabama

(b) (6)

(b) (6)

North Carolina State University

(b) (6)

EXPERIENCE

VAN SCOYOC ASSOCIATES—Washington, D.C.

Legislative Assistant (February 2015—Present)

- Support client goals by utilizing existing relationships with Members of Congress, their staff, and federal agencies
- Researching potential and actual legislation, attending applicable hearings and/or briefings, and providing subsequent analysis of proceedings
- Track and report campaign contributions and maintain compliance with the Lobbying Disclosure Act via quarterly and bi-annual lobbying reports
- Manage and execute events, including but not limited to managing event staff, negotiating with vendors, developing agendas, guest outreach, and scouting locations
- Serve as the sole webmaster for two websites
- Analyze budget line items to formulate effective, successful appropriations requests and bill and/or report language
- Author weekly legislative reports on congressional actions for a firm-wide newsletter

U.S. HOUSE OF REPRESENTATIVES: REP. MIKE ROGERS—Washington, D.C.

Junior Legislative Assistant (March 2013—February 2015)

- Responsible for all constituent calls, communications, and meetings dealing with Judiciary matters
- Authored letters to respond to constituent concerns on behalf of the Congressman regarding applicable issues, such as: abortion, gun rights, gay marriage, equal employment
- Researched current events and pending legislation to ensure the most up-to-date information was available to constituents as well as the Member
- Met with constituents, local and national organizations, etc. in order to brief the Congressman on key issues

Executive Assistant to the Member (April 2011—February 2015)

- Acted as the sole liaison for the Congressman with other Members and their offices, committee personnel, military liaisons, personal staff, constituents, the general public, and more
- Coordinated the Member's schedule in both D.C. and Alabama by discretely prioritizing requests through the application of working knowledge on issues and individuals
- Remained on-call 24/7 to respond to last minute needs of the Member
- Provided detailed daily itineraries and briefings to the Member
- Scheduled all necessary transportation and accommodations—including flights, rental cars, Amtrak, hotels, and international travel ensuring reimbursement compliance
- Managed and successfully balanced an active personal and professional schedule
- Developed superior time management skills and the abilities to both anticipate obstacles and work under pressure

Staff Assistant (August 2010—April 2011)

- Managed all incoming phone calls, digital and physical mail, and fulfilled staff requests as needed
- Coordinated the targeted mass mailing program
- Interacted with constituents daily via phone calls, e-mail, and in-person
- Oversaw college students throughout their internships

Jeff Leieritz

(b) (6)

ASSOCIATION EXPERIENCE

Associated Builders and Contractors (ABC) Washington, D.C. – Jan. 2016—Current *Senior Media Relations Manager*

- Lead ABC National's media relations activities
- Manage communications manager, including overseeing social media and member and leadership newsletters
- Manage vendors and communications related to annual national conferences
- Edit and pitch economic analysis including four monthly reports, quarterly, biannual and annual reports
- Speak and correspond on the record on ABC's behalf when necessary and appropriate

Media Relations Manager, Feb. 2014—Jan. 2016

- Built and managed ABC's brand and image through the media in conjunction with internal strategic plan including proactive and reactive media interactions, crisis communication
- Developed proactive earned media approach resulting in 3,400 media hits in 22 months including national outlets, large daily newspapers and national and regional trade publications on a variety of priority issues
- Pitched reporters, wrote news releases, op-eds, statements, talking points and oversaw media interviews
- Served as media point of contact, including responding on the record when appropriate
- Coordinated media efforts with ABC's 70 chapters including providing content, press plans and media lists

CAPITOL HILL EXPERIENCE

House Small Business Committee, Washington, D.C. – Jan. 2011—Feb. 2014 *Director of New Media and Deputy Press Secretary, June 2012—Feb. 2014*

- Developed and implemented one of the House's most active new media campaigns
- Wrote editorials, press releases and statements on behalf of full and subcommittee chairmen
- Managed hearing reporter outreach, resulting in more than 40 news stories on committee activities
- Coordinated new media and press strategies with leadership, Members' offices and outside industry groups

Committee Clerk, Sept. 2011—June 2012

- Ran committee hearings and markups, collected and filed amendments and recorded votes
- Collected hearing materials, managed staff, member and witness communication during committee hearings
- Maintained official committee website and organized and submitted hearing transcripts for the official record

Staff Assistant/Systems Administrator, Jan. 2011—Sept. 2011

- Managed extensive list of trade association contacts, including biannual events with committee members
- Organized the chairman's hearing binders, organized hearing materials and assisted staff in research

CAMPAIGN EXPERIENCE

Axiom Strategies, Kansas City, MO – July 2010—Nov. 2010 *Associate*

- Worked with candidate campaigns and state political parties to create, update and monitor mail plans
- Built varying targeted voter universes for mail programs and drafted copy and worked through design for over 50 unique mail pieces for federal, state legislature and statewide campaigns in eight states
- Managed client accounts, drafted business development memos and researched potential clients

John Oxendine for Governor, Atlanta, GA – May 2010—July 2010 *Director of Voter Contact*

- Managed and analyzed data to target mail pieces, grassroots activity and community based programs
- Wrote weekly newsletters, edited fundraising letters and managed donor, house, media and volunteer lists
- Managed and updated campaign website and ran new media campaign

EDUCATION

San Diego State University – (b) (6)

(b) (6)

New College, Oxford University – (b) (6)

(b) (6)

(b) (6)

-
- 2013-Present **UBS Financial** New York, NY
Financial Advisor
- Integral business development arm of a team that manages 100 plus family portfolio in excess of \$1.5B
 - Conduct meetings with potential clients to strategically plan for their needs based on their risk tolerance
 - Construct portfolios based on in-depth, round table discussions with clients targeting their long term goals
 - Cultivate long term relationships with clientele through check in calls and bi annual meetings and yearly reviews
- 2011-2013 **JP Morgan** New York, NY
Financial Advisor
- Integral business development arm of a team that manages over 80 family portfolio in excess of \$1.2B
 - Conducted meetings with potential clients to strategically plan for their needs based on their risk tolerance
 - Constructed portfolios based on in-depth, round table discussions with clients targeting their long term goals
 - Cultivated long term relationships with clientele through check in calls and bi annual meetings and yearly reviews
- 2005 – 2011 **Brown Harris Stevens** Southampton, NY
Vice President and Executive Director of Eastern Long Island
- Managed 150 real estate agents throughout six offices from Westhampton to Montauk
 - Developed and managed operating budget, recruited prospective agents from competing firms, established quarterly reports, created marketing materials and liaised with business ownership in developing overall corporate strategy
 - Pioneered new sale and rental catalogues to strengthen overall business and increase branding of our firm
 - Have authored policy book manual for the company and have improved the infrastructure and brand identity for the firm
- 2004 – 2005 **Tenantwise, Inc.** New York, NY
Vice President, commercial real estate investment banking firm
- Tenant representation in commercial office space leasing transactions
 - Created lease abstracts to determine negotiating points with the landlords
 - Established client leads and originated transactions
 - Conducted extensive marketplace research, focused on industry trends and survey of new business opportunities
- 2003 – 2004 **Asprey** New York, NY
Store Director
- Responsible for the re-launch of North American flagship store in New York
 - Wrote the operations manual and developed training program for the retail division
 - Hired, trained, and managed management team and sales executives - 80 employees
- 2000 – 2002 **Nautica Enterprises** New York, NY
Store Director and General Manager
- Responsible for the launch of the global flagship store in New York
 - Organized time line with the construction process, building inventory, developed training, merchandising layout
 - Hired, trained, and managed management team and sales executives - 60 employees
 - Managed and controlled multi-million dollar operating budget for the store
- 1999 – 2000 **Corsair Group, Inc.** New York, NY
Associate, commercial real estate investment banking firm
- Focused on leasing of commercial office space in Manhattan
 - Established client leads and originated transactions for tenant representation
 - Analyzed customer financial information and reviewed commercial lease documents on behalf of customers
- 1994 – 1998 **Polo Ralph Lauren** New York, NY
General Manager
- Supervised the Polo Sport Flagship store on Madison Avenue
 - Hired, assembled and developed the management team and sales force for new Polo brand - 85 employees
 - Set and managed multi-million dollar operating budget for the store which exceeded targets every quarter
 - Trained the management teams of every other Ralph Lauren store in the U.S. as a direct result of store success
 - Executed directives and special projects from Mr. Lauren and other Principals of the company

Education

1989 – 1993 ST. LAWRENCE UNIVERSITY

Canton, NY

(b) (6)

Licenses:

(b) (6)

(b) (6)

EXPERIENCE

The White House Office of Cabinet Affairs, Washington, D.C.

2017

Assistant to the Cabinet Secretary

- Assist the Cabinet Secretary in planning meetings and events with Cabinet members and designates.
- Orchestrate the swearing in ceremonies of 10 Cabinet members and organizing paperwork.
- Write memorandums to senior staff regarding agency action.
- Facilitate the communication between acting agency heads and The White House to ensure the seamless transfer of information and directives.

Senator Jeff Sessions, Washington, D.C.

Legislative Aide and Acting Legislative Assistant

2016 – 2017

- Advised the Senator on legislative matters within the healthcare, education, labor, and pensions portfolios and provided vote recommendations.
- Met with outside interest groups, lobbyists, representatives of executive branch agencies, and constituents to generate support and leverage for the Senator's policy goals.
- Coordinated Congressional delegation efforts to address the concerns of constituent groups.
- Established and fostered strategic relationships between federal and state agencies to ensure access to federal funding streams and grants.
- Worked with state groups like local boards of education to interpret and implement federal policy.
- Led efforts to secure support and co-sponsorships from 72 senators to pass a bill to award the Congressional Gold Medal to the Foot Soldiers of the Selma to Montgomery Voting Rights March.
- Developed long-term strategic plans and principles to guide policy initiatives from the inception stage through Senate consideration.

Legislative Correspondent

2014-2015

- Facilitated meetings and correspondence between federal agencies and constituent groups.
- Served as contact point for over 60 state institutions of higher education, including universities, junior colleges, community colleges, and eight Historically Black Colleges and Universities (HBCUs).
- Drafted and edited Senate resolutions and statements for the Congressional Record.
- Met with large groups like the Alabama Medical Association in order to hear their priorities.
- Coordinated with outside advocacy groups and fellow Senate offices to organize policy efforts including guidances for prostate cancer treatment and solutions to the SGR formula fight.
- Collaborated with state organizations such as the Alabama Hospital Association to plan strategies for rectifying the disproportionate wage index funding formula allocation in Medicare Part B.
- Answered over 40,000 pieces of constituent mail, take constituent calls regarding HELP issues.

Governor Robert Bentley, Office of Appointments, Montgomery, AL – *Intern*

2014

- Processed and mailed appointments, coordinated with Senate committee, scheduled and assisted staff.

President Pro Tempore Senator Del Marsh, Montgomery AL – *Intern*

2014

- Coordinated with Governor's appointments office and assisted staff in processing appointments.

United States Congressman Mike D. Rogers (AL-03), Washington, D.C. – *Intern*

2013

- Created and reported on the amendment tracker to agriculture and health bills, researched a variety of topics and reported findings.

Tuberous Sclerosis Alliance National Headquarters, Washington, D.C. – *Research Intern*

2013

- Organized national activities for International Tuberous Sclerosis Awareness Day, including Capitol Hill briefing, open house reception, National Mall march, and following research conference.

United States Congressman Mike D. Rogers (AL-03), Opelika, AL – *District Office Intern*

2010 – 2012

- Answered phones, aided with casework, received visitors, and assisted in running the office.

EDUCATION

Auburn University, College of Liberal Arts, Auburn, AL

(b) (6)

EMILY WEBSTER MURPHY

(b) (6)

PROFESSIONAL EXPERIENCE

U.S. House of Representatives, Committee on Armed Services

Counsel and Member of the Reform Team, Chairman Mac Thornberry (2016-present).

- As the lead staff member on acquisition policy, negotiate provisions on service contracting, independent research and development policies, cost accounting standards, bid protests, acquisition policy, industrial base policy, acquisition workforce, and services contracts for the FY 2017 National Defense Authorization Act (NDAA).
- Drafting major reform proposals for the FY 2018 NDAA on the Defense Contract Audit Agency (DCAA) audit process, the use of multiple award contracts, the structure of the program management workforce at the Department of Defense, and reform of the contract clauses applying to Federal contracts and subcontracts for commercial items.

U.S. House of Representatives, Committee on Small Business

Policy Director and Senior Counsel, Chairman Steve Chabot (2015-2016);

Senior Counsel, Chairman Sam Graves (2011-2015);

Professional Staff, Chairman James Talent (1997-1998; 1999-2000).

- As Policy Director, established legislative and oversight agenda for the Committee and its five subcommittees and all policy staff members. Provided the Committee with strategic direction on matters relating to capital access, regulatory reform, tax, and trade while maintaining responsibility for all acquisition and workforce related matters.
- As Senior Counsel, organized and conducted legislative and oversight hearings, joint hearings with the Committee on Oversight and Government Reform and the Committee on Veterans Affairs. Conducted mark-ups of procurement, regulatory, lending, and entrepreneurial development bills, as well as the Committee's budget view and estimates, rules and oversight plans. Served as the chief investigator into fraud, waste and abuse.
- Prepared 42 bills introduced by 26 different members of Congress, over 70 contracting provisions that became law as part of the FY 2013 – FY 2016 NDAA's, and over 30 provisions in the House-passed version of the FY 2017 bill.
- Represented the Chairman in conference, in negotiations with the Senate, at the Rules Committee, with the Appropriations Committee, and at numerous public speaking events.

EMILY WEBSTER MURPHY

TerreStar National Services, Inc.

General Counsel & Vice President for Government Operations and Security (2007-2011).

- Developed project, compliance and organizational plans for the launch of this government contracting subsidiary of a publicly-traded satellite telecommunications company. Negotiated the mitigation plan for the Facility Clearance License application.
- Oversaw government bid and proposal work, including the creation of certified cost and pricing data for Federal and state contracts, grants and multiple award vehicles. Implemented DCAA compliant business systems.

U.S. General Services Administration

Chief Acquisition Officer (2005-2007).

- Executed an annual budget of \$60 million and managed a staff of approximately 100. Led GSA's response to major contracting irregularities that threatened to close 11 client centers and cost \$8 billion a year.
- Developed and executed GSA's strategic sourcing plan with expected savings of over 30% in 5 purchase categories, and co-chaired the government-wide strategic sourcing initiative.
- Promulgated the Federal Acquisition Regulation in collaboration with DoD, NASA, and the White House. Standardized GSA's acquisition regulations and the procedures governing over \$66 billion in annual procurement to address the shift in federal purchasing from supplies to services.
- Tripled the amount of training available to the 8,000 civilian contract specialists while reducing costs, and standardized contract specialist certification requirements.

U.S. Small Business Administration

Senior Advisor and Associate Administrator for Government Contracting (2004-2005).

- Directed 140 employees nationwide, providing assistance to small businesses in seeking federal procurement opportunities, SBIR grants, and socio-economic certifications, leading SBA to meet the 23% prime contracting goal for the first time.

Wiley Rein & Fielding LLP

Associate, Government Contracts & Government Affairs (2001-2003; Summer 2000).

- Represented clients on a broad range of government contracts issues, including bid protests, contract disputes, claims preparation, and subcontracting.

EDUCATION

University of Virginia School of Law, Charlottesville, Virginia, (b) (6)

(b) (6)

Smith College, Northampton, Massachusetts, (b) (6)

(b) (6)

WILLIAM PETTIGREW

(b) (6)

A dynamic and innovative Director with extensive professional experience within the Public Transportation sector with an emphasis on Information Technology and Marketing. Able to establish and execute processes and strategic plans that strengthen the internal core of an organization through improved efficiency, increased revenue, and cost reductions. Familiar with managing multiple projects concurrently from inception to successful completion. Possessing outstanding leadership, communication, and interpersonal skills to effectively manage departments and teams to meet objectives.

- | | | |
|-----------------------------|--------------------------------|--------------------------|
| ▪ Strategic Marketing Plans | ▪ Public Sector Transportation | ▪ Information Technology |
| ▪ Process Improvement | ▪ Vendor Management | ▪ Project Management |
| ▪ Leadership & Development | ▪ Communication Skills | ▪ Interpersonal Skills |

PROFESSIONAL EXPERIENCE

PHILADELPHIA PARKING AUTHORITY

Director of Marketing (2016 - Present)

- Liaise with Executive Director to establish a new marketing department to meet Authority objectives.
- Stimulate an increase in revenue and organizational awareness via the utilization of new technologies.
- Coordinate strategic marketing plans aimed at increasing exposure of Off-Street and Airport parking facilities.
- Foster and cultivate excellent relationships with vendors, consultants, and third-parties.

Director of Information Technology (IT) (2014 - 2016)

- Managed a team of 11 IT technicians encompassing network engineers, programmers, designers, application support, and college interns.
- Spearheaded a department which included 15 locations, four main data centers, and a totality of 1100 employees with \$250M in revenue.
- Implemented an Authority wide ERP solution to replace outdated accounting, payroll, human resources, and paper procurement systems.
- Directed network, workstation, software, and e-mail implementations and upgrades.
- Transitioned programming and web design in-house as well as establishing virtual server technology, e-mail archiving, and updated policies and procedures.
- Operated within annual budget and adhered to procurement laws of Pennsylvania and Federal GSA contracts.

Manager of Information Technology (2006 - 2014)

- Supervised five IT professionals and provided optimal support towards a host of projects.
- Devised and implemented an Authority wide document imaging solution.
- Incorporated adaptations to infrastructure which resulted in smooth running of operational departments.

Network Specialist – Information Technology (2001 - 2006)

- Responsible for programming and developing a multitude of internal applications.
- Exhibited technical proficiency and recognized as a Certified Novell Administrator.
- Facilitated optimization and efficiency of internal processes leading to significant cost savings.

PREVIOUS PROFESSIONAL EXPERIENCE

- DATA SOLUTIONS, INC. – Partner
- TANDY CORPORATION, INC. – Business Products Associate

EDUCATION & TRAINING

(b) (6)

Drexel University
L.T.I.

Training: Management In an Information Technology Environment, Payment Card Industry Compliance, Digital Forensics, Database Reporting, Database Administration, Database Migration, Network Certification, Help Desk Systems, Document Imaging, Enterprise Resource Planning Solution, Cloud Computing, CIO

(b) (6)

(b) (6)

WORK EXPERIENCE

U.S. House of Representatives, Committee on Oversight and Government Reform

Deputy Staff Director, Subcommittee on Government Operations

Senior Professional Staff Member

Professional Staff Member

January 2015-Present

August 2013-January 2015

February 2011- August 2013

(b) (6)

- Manage the Committee's overall legislative portfolio, including assigning staff to legislation, reviewing legislative text, coordinating all materials for business meetings, and overseeing legislative report drafting.
- Lead, develop, and advance the Committee's efforts to reform the United States Postal Service.
- Authored comprehensive Postal Service reform legislation in three straight Congresses, including the bipartisan H.R. 5714 in the 114th Congress, all of which focused on long-term internal restructuring of the agency.
- Oversee policy and legislation related to the federal recordkeeping, including authoring legislation in response to recordkeeping failures at the IRS and State Department to better require the preservation of e-mail records.
- Conduct evidence based oversight of numerous federal agencies, including drafting oversight letters and lead multiple transcribed interviews of as part of Committee investigations.
- Serve as team leader and workload manager for multiple staff, detailees, and interns.
- Prepare the Chairman and Majority members for hearings, markups, and floor action on issues within the Committee's legislative jurisdiction, including matters related to the National Archives and Records Administration and the United States Postal Service.
- Compose and edit speeches, talking points, and statements for Chairman Jason Chaffetz (R-CA), Government Operations Subcommittee Chairman Mark Meadows (R-NC), and other Committee members.
- Directed the Committee's oversight and reform efforts of the U.S. Census Bureau and managed the Committee's investigation into unemployment data falsification at the Census Bureau.
- Wrote "The Postal Reform Act: A Plan for an Affordable, Sustainable Postal Service," an article which appeared in the Notre Dame Law School's Journal of Legislation.

(b) (6)

U.S. House of Representatives, Office of Congressman Curt Clawson

Deputy Chief of Staff

July 2014-January 2015

- Supervised Washington, D.C. office staff, assisted the Chief of Staff in developing office policy, and trained staff on parliamentary procedures, House Rules, and hearing and business meeting preparations.
- Advised the newly-elected Member on all legislative issues and initiatives and managed preparation of materials for votes, hearings, and meetings.
- Approved all constituent mail responses.

(b) (6)

U.S. House of Representatives, Office of Congressman Brian Bilbray

Legislative Assistant

Legislative Correspondent

September 2009-February 2011

September 2007-September 2009

- Prepared Member for hearings in the Committees on Oversight and Government Reform and Veterans' Affairs.
- Advised Member on a policy portfolio, including transportation, defense, federal workforce, and budget issues.
- Drafted multiple pieces of legislation on topics, such as expanding the use of nuclear power, preventing illegal campaign contributions, and granting the Postal Service greater intellectual property licensing flexibility.
- Oversaw the office constituent correspondence program, ensuring the Legislative Correspondent and Staff Assistant responded to constituent legislative concerns in a timely, accurate, and thorough manner.
- Authored all response letters to constituent legislative inquiries, significantly increasing the policy content of replies and reducing the average response time by 75 percent.
- Revolutionized the office constituent mail process, eliminating a 7,000 letter backlog within two months of joining the Congressman's staff, sending out more than 40,000 reply letters to constituents during 2009.

EDUCATION

The George Washington University

(b) (6)

University of California, Irvine

(b) (6)

(b) (6)



ROBERT A. SINNERS

(b) (6)

EXPERIENCE

MCBRIDE REAL ESTATE SERVICES • Tenant Representation: Investment Sales • Washington, DC • June 2016–Present

- Build a relationship based client network and serve as in-house real estate counsel
- Generated proposal for 11,000 SF renewal at a cost savings of \$27,000
- Made over 200 cold calls a week resulting in an average of 2–3 new client meetings a week
- Provided consultation for clients through market knowledge as a result from managing a team of Washington DC Market analysts

THE COSTAR GROUP • Research Manager, Public Records • Washington, DC • February 2013–June 2016

- Managed the Institutional Lease Comparables (Public Records) team
- Strengthened our comparable data by initiating Freedom of Information Requests and extracting sourced documents
- Sourced GSA, State General Services Departments and Securities and Exchange Commission Filings
- Coached a team of Analysts to evaluate and extract relevant data points within lease agreements
- Served as Industrial Building Ratings Analyst in the DC market prior to promotion to Manager in August 2014
- Obtained DC Real Estate Licensure to expand expertise

UNITED STATES HOUSE OF REPRESENTATIVES • Communication Intern • Washington, DC • August 2012–January 2013

- Drafted op-eds, press releases, memos, and other communication for Congressman J. Randy Forbes (R-VA) and staff
- Assisted Staff Assistant and Communication Director with legislative research on policy issues and other administrative functions, including phone and office reception, ordering supplies and courier duties
- Moved to the office of Congressman Vern Buchanan (R-FL) to gain legislative expertise following the November 2012 election

PUSH DIGITAL • Social Media Manager • Columbia, South Carolina • October 2011– June 2012

- Pitched strategic communication plans to prospective clients, demonstrating the value of our services
- Coordinated messaging, media and campaign communication for local, state, and Congressional races
- Used IContact, Sendblaster, SproutSocial and other platforms to manage media presence and implement a multi-faceted communication strategy for each client

OTHER INVOLVEMENT

DISTRICT OF COLUMBIA YOUNG REPUBLICANS • Vice-Chairman of Membership • March 2013–Present

- Oversee the outreach and membership functions of our organization
- Planned a 15 member volunteer trip to South Carolina's First Congressional District Special Election in Spring 2013

DISTRICT OF COLUMBIA REPUBLICAN PARTY • Ward 2 Committeeman • Present

- Delegate to the 2016 Republican National Convention
- Serve as Chairman of the Candidate Recruitment Committee

EDUCATION

THE UNIVERSITY OF SOUTH CAROLINA • Columbia, South Carolina

(b) (6)

(b) (6)

BACKGROUND SUMMARY

Appointed by the White House to lead Presidential Transition efforts at the Department of the Treasury. Have previously managed teams in dynamic and fast-paced industries including financial services and political operations. Demonstrated expertise in leading teams and effectuating positive change. Decisive, strategic, and results-driven with excellent communication and interpersonal collaboration skills. JD with a general corporate focus, MBA in Financial Risk and BA in Political Science (cum laude) from The University of Alabama.

CHRONOLOGICAL EXPERIENCE

Department of the Treasury, Washington, D.C. White House Liaison, Presidential Transition Beachhead Team	2017–Present
Trump for America President-Elect Transition, Washington, D.C. / New York, NY Assistant to the Executive Director	2016–2017
Donald J. Trump for President, Inc., Washington, D.C. / New York, NY Congressional Affairs & Policy Assistant	2016–2016
Bank of America Merrill Lynch, Houston, TX Senior Operations Analyst, Global Commodities	2015–2016
ICAP Energy, LLC, Houston, TX Energy Commodities Broker	2014–2015
Robert Land Oil & Gas Consulting, Tuscaloosa, AL Petroleum Landman	2014–2014
U.S. District Court for the Northern District of Alabama, Birmingham, AL Extern Law Clerk	2012–2012
U.S. Department of Commerce, Economics and Statistics Administration, Birmingham, AL Crew Leader	2010–2010
U.S. Senator Richard C. Shelby, Washington, D.C. Summer Intern	2008–2008

EDUCATION AND CREDENTIALS

(b) (6)
University of Alabama, Tuscaloosa, AL

(b) (6)
University of University of Alabama, Tuscaloosa, AL

(b) (6)

(b) (6)

PUBLICATIONS

Comment, *Alabama Judicial Campaign Finance Reform: Enforcing Recusal Limits, The First Step*, 37 J. LEGAL PROF. 309 (2013).

RELEVANT EXPERIENCE

U.S. Department of the Treasury

Washington, D.C.

White House Liaison for Presidential Transition Team, January 2017 – Present

- Key member of the presidential transition team assisting the Chief of Staff in coordinating policy and procedures between the department and all White House components including interagency task forces, intergovernmental efforts and presidential appointments.
- Serving as right-hand to the Senior White House Advisor overseeing a team of 22, directing and implementing administration-wide strategies.

Trump for America President-Elect Transition

Washington, D.C. / New York, NY

Assistant to the Executive Director, November 2016 – January 2017

- Planned and directed all administrative, financial, and operational activities for the Executive Director of the Trump-Pence Transition Team. Acted as the point of contact for top management and external stakeholders.
- Spearheaded the placement of over 600 political beachhead appointments throughout 30 departments across the federal government to help lead the presidential transition efforts and effectuate interagency actions plans.

Donald J. Trump for President, Inc.

Washington, D.C. / New York, NY

Congressional Affairs & Policy Assistant, March 2016 – November 2016

- Served in a dual role as chief to the campaign's directors of congressional affairs and policy. Primarily, aided the campaign's liaisons to Congress, ensured that the membership was fully informed of the campaign's agenda and activities. Secondly, assessed campaign needs, developed strategic policy agendas, inventoried and analyzed policy, and conducted research.
- Managed the day-to-day operations needs of the campaign's D.C. office.

Bank of America Merrill Lynch

Houston, TX

Senior Operations Analyst – Global Commodities, August 2015 – March 2016

- Collaborated with sales and trading staff to draft financial and physical commodity confirmations.
- Worked in conjunction with all affected areas of the bank to develop and maintain globally consistent documentation and regulatory processes.

ICAP Energy, LLC

Houston, TX

Energy Commodities Broker, December 2014 – April 2015

- Supported the trading desk to ensure the accurate and timely processing of broking transactions, including maintaining client records, reviewing commercial terms, clearing trades, and confirming transactions.
- Developed charts, databases, models, and other tools to educate clients regarding domestic and international coal and renewable energy credit markets. FINRA Series 3 – National Commodity Futures

Robert Land Oil & Gas Consulting

Tuscaloosa, AL

Petroleum Landman, March – November 2014

- Assisted with the planning, developing, and marketing of leasehold prospects.
- Researched various records to determine ownership in minerals; cured title defects; negotiated the exploration and development of minerals as well as for the acquisition and divestiture of mineral rights.

U.S. District Court for the Northern District of Alabama

Birmingham, AL

Law Clerk, Summer 2012

- Researched legal issues, including contract, criminal, ERISA, insurance, shipping/freight claims, and various procedural defects.
- Work product included memorandum opinions on motions to dismiss and summary judgment, as well as general research memoranda for background on matters in front of Judge Karon O. Bowdre.

U.S. Department of Commerce, Economics and Statistics Administration

Birmingham, AL

Crew Leader, Summer 2010

- Trained, supervised, and reviewed the work of 15 – 20 census takers for the 2010 decennial census.

U.S. Senator Richard C. Shelby

Washington, D.C.

Intern, Summer 2008

- Assisted the Senator's Legislative Assistant and Correspondent staff with their daily obligations.
- Monitored pending legislation, conducted research, attended and summarized committee meetings, and responded to constituent inquiries.

MICHAEL R. SOLOMON

(b) (6)

PROFESSIONAL EXPERIENCE

OMEGA ADVISORS, INC.

Investment Analyst

New York, NY

October 2015 – Present

- Financials sector focus with generalist responsibilities across subsectors and market caps
- Subsector focus includes REITs, Specialty Finance, Aircraft Leasing, Card Issuers, Exchanges, Mortgage Insurance, Title Insurance, Boutique IBs, and Large-Cap and Regional Banks
- Work directly with firm Founder/CEO and Financials sector head
- Conduct extensive fundamental research including reading SEC filings, conference call transcripts and industry news, building valuation models, and speaking with management, competitors, and trade professionals
- Create and manage complex financial models at a granular level to evaluate current & potential investment opportunities

CREDIT SUISSE GROUP AG

Investment Banking Associate – Real Estate, Gaming, Leisure & Lodging

New York, NY

October 2014 – October 2015

Equity Research Associate – Real Estate, Gaming, Leisure & Lodging

March 2013 – October 2014

- Assessed IPOs, DCM, M&A and asset finance transactions for RE, gaming, leisure and lodging clients
- Subsector focus included Lodging REITs, Retail REITs, mREITs, Hotel C-Corps, Casino Operators, Timeshare Operators, and Leisure (theme parks, cruise, ski)
- Developed and maintained complex financial models, valuation analysis, and public/transaction comparables
- Equity research responsibilities included coverage of 25+ stocks in the gaming (suppliers/operators), leisure (cruise, ski, theme parks, timeshare) and lodging sectors
- As lead research associate, led investor education process for lead managed IPOs including Hilton Worldwide (HLT), La Quinta (LQ), Caesars Acquisition Corp (CACQ), Diamond Resorts (DRII), and Intrawest (SNOW)

SUNTRUST ROBINSON HUMPHREY, INC.

Investment Banking Senior Analyst – Financial Sponsors Group

Atlanta, GA

June 2010 – March 2013

- Assessed LBOs, recapitalizations, refinancings and M&A for private equity firms
- Pitched private equity firms on strategic alternatives for portfolio companies; provided platform and add-on investment ideas; leverage, structure and pricing analysis for acquisitions; and exit strategies
- Conducted extensive credit due diligence with private equity firms, CEOs and management teams
- Developed financial models including LBO, DCF, public comps and transaction comps; prepared internal credit memorandums, CIMs, and management presentations in conjunction with industry coverage and product groups
- Maintained fixed income market comparables database focused on leveraged loan and high yield new issues

EDUCATION

EMORY UNIVERSITY – GOIZUETA BUSINESS SCHOOL

(b) (6)

(b) (6)

ADDITIONAL INFORMATION

(b) (6)

JOHN JEFFERSON ST. JOHN

(b) (6)

EDUCATION

University of Alabama School of Law

Tuscaloosa, Alabama

(b) (6)

Manderson Graduate School of Business (UA)

Tuscaloosa, Alabama

(b) (6)

(b) (6)

University of Virginia

Charlottesville, Virginia

(b) (6)

(b) (6)

PROFESSIONAL EXPERIENCE

St. John & St. John, LLC

Cullman, Alabama

Founded in 1892, St. John & St. John is a full service civil law firm with a focus on representing businesses and professionals in variety of legal matters, including civil litigation, corporate practice, real estate, and wills and estates.

Partner

September 2013-Present

- Currently representing Cullman Regional Airport as general counsel in a variety of legal matters, including: Federal Aviation Administration compliance, land acquisitions, eminent domain proceedings, construction contracts, leases, and general corporate governance.
- Currently representing a large Cullman-based manufacturing company in a variety of legal matters, including: drafting and negotiating manufacturing contracts and related documents, negotiating lease agreements and resolving related disputes, defending lawsuits, and providing general legal advice on numerous issues including insurance and limitation of liability.
- Currently serving as defense counsel in variety of civil litigation matters involving business disputes, personal injury, and medical malpractice defense.
- Served as co-lead counsel in a professional negligence case that led to a multi-million dollar settlement.
- Served as lead counsel in a negligence and conversion case that led to a six-figure settlement.
- Served as lead counsel in a construction trespass case that led to a six-figure settlement.
- Successfully tried multiple jury and bench trials in Alabama state court.
- Drafted multiple appellate briefs in the Alabama Supreme Court and Court of Civil Appeals.

Starnes Davis Florie LLP

Birmingham, Alabama

One of the premier civil litigation firms in the Southeast, Starnes Davis Florie specializes in medical malpractice defense and complex commercial litigation.

Associate

February 2013-September 2013

- Obtained complete dismissal of an OB/GYN in a federal case alleging injuries arising from the surgical implantation of an intrauterine device.
- Obtained transfer to a more favorable venue for client-landowner in a complex lease dispute against the nation's largest producer of construction aggregates.
- Served as defense counsel, regularly drafting briefs, motions and other court documents, in a variety of cases involving medical malpractice and complex commercial litigation in state and federal court.

Summer Associate

June-July 2010 & 2011

- Performed legal research and drafted memoranda of law on issues involving the Alabama Medical Liability Act, civil procedure, evidence, and commercial litigation.
- Drafted briefs, motions, and other court documents.

Hand Arendall LLC

Birmingham, Alabama

One of the largest law firms in the State of Alabama, Hand Arendall provides legal services in all areas of traditional civil practice.

Summer Associate

July-August 2011

- Assisted in developing Alabama's Health Information Exchange (HIE), One Health Record.
- Performed legal research and drafted memoranda on issues involving healthcare, personal injury defense, and commercial litigation.

HealthSouth Corporation

Birmingham, Alabama

HealthSouth is one of the nation's largest providers of post-acute healthcare services and an industry leader in home-based patient care.

Law Clerk

July-August 2010

- Performed legal research and drafted memoranda on issues involving corporate law, commercial litigation, and healthcare.

First Community Bank

Cullman, Alabama

Located in North Alabama, First Community Bank (formerly First Federal Cullman) is a \$70 million community financial institution in operation since 1905.

Marketing Intern

June-August 2006

- Created marketing materials, made marketing calls and presentations to local businesses, gathered data, and monitored competitors.

Frontier Anglers

Dillon, Montana

Located in Southwest Montana, Frontier Anglers is a full-service fly shop and outfitter in operation since 1980.

Sales Associate

July-August 2005

- Greeted customers and provided information regarding products and local fishing conditions, made sales, and managed inventory.

ADDITIONAL INFORMATION

(b) (6)

(b) (6)

BRAD HANSHER
(b) (6)

(b) (6)

SUMMARY: 14 years of leadership experience in the areas of operations, revenue management, statistical analysis, project and change management training and public relations.

EXPERIENCE: PayLease, LLC *Chicago, IL*
Manager - Utility Expense Management / Client Account Relations 2016 to Present
* Manage client relationships, troubleshooting issues and assist sales in new client acquisitions.
* Implement cost saving process improvement strategies to eliminate operational inefficiencies.
* Maintain liaison between Client Services, On-boarding, Engineering, Billing, and 3rd party vendors.

CLK Multifamily Management, LLC *Chicago, IL*
Chicago Apartment Finders, LLC / Marc Realty Residential, LLC
Special Projects / Property Manager – Elaine Place Apartments 2015 to 2016
Asset / Property Manager – Elaine Place Apartments 2013 to 2014
* Led the reorganization of the property management division, negotiated 3rd party contracts and managed P&L - lowering annual expenses (75K), increasing sales to push bldg. occupancy to 91%.
* Oversaw sales, operations, marketing, budgeting, construction and capital funding for 9 buildings.
* Recruited, trained, managed and mentored operations, sales and construction staff (15).
* Created statistical models to track/analyze sales, marketing and construction strategies and goals.
* Managed payroll, invoicing and oversaw new technology integration.

Lakeshore Management, LLC *Chicago, IL*
Regional Property Manager – Midwest and East Coast Regions 2012 to 2013
* Oversaw sales, operations and allocation of funds for 10 properties, across 8 states.
* Negotiated vendor contracts to ensure expenses did not negatively impact NOI.
* Recruited, trained, managed and mentored sales and management staff (18).

Antheus Capital, LLC *Chicago, IL*
Portfolio Property Manager – MAC Property Management 2011 to 2012
Leasing/Sales Manager – MAC Property Management 2009 to 2011
Resident Services Manager – MAC Property Management 2008 to 2009
* Led reorganization of the property management and sales departments which increased occupancy and renewal sales in 2009 (93%/72%), 2010 (94%/72%) and 2011 (94%/73%), for 80+ buildings.
* Strategies for operations, marketing, construction and sales resulted in annual savings (\$90K).
* Oversaw management operations, payroll, invoicing and the implementation of new technologies.
* Recruited, managed, mentored, trained and set goals for managers (13) and sales staff (14).

Archstone-Smith Trust *Chicago, IL*
Sales Consultant - One Superior Place 2007

Travel/Studies Abroad *Chicago, IL*
Greece, Italy, Spain, France & Holland 2005-2006

Time Warner Cable Inc. *Milwaukee, WI*
Public Relations Associate, Compliance Officer (& Trainer) 2002 to 2004
Public Relations Coordinator 2000 to 2002
Public Relations / Commercial Production Intern 1999
* Developed and maintained liaison with the media, government officials and regulatory agencies.
* Managed and trained customer service reps in addressing escalated issues.
* Composed press releases, speeches, training material, web content and marketing collateral.
* Designed models to track and analyze sales/customer service performance and client experience.

EDUCATION: University of Wisconsin *Madison, WI*

(b) (6)

TECHNOLOGY: MS Office • Access • Yardi • MRI • SafeRent • LexisNexis • On-Site • AMSI • Salesforce

BRUNO KELPSAS, PMP

(b) (6)

Leadership Profile

Innovative reformer in business, government, and, the military. Global-level IT experience (16+ years). Industry domains: Next Generation healthcare, cybersecurity, automotive, supply chain, and, manufacturing. Technology implementations at Department of Navy, and, Department of State. Combat paratrooper. Enlisted and officer grades. Intelligence Analyst. Adviser to Lithuanian Ministry of Defense during post-Soviet period.

Business Transformation: CIO level governance, CAPEX/OPEX alignment, P&L optics, Fiscal Year Planning, SOX, Vendor Management, PMP, Six Sigma, HIPAA, Product Launch, Risk Management, Team Development.

IT Scope: Portfolio Management, Cloud, Big Data, Blockchain, Cybersecurity, Agile, Lean, ITIL, Service Desk.

Political Science: Studied under Senator John Tower,

(b) (5)

Trump Campaign & Current Advocacy

- King County (Seattle Area) Co-Chair for the West Coast Trump Campaign Director.
- First PCO to advocate for Donald J. Trump at the Washington GOP straw-poll (January, 2016).
- Provided local management of volunteer base and venue logistics at the Trump Rally in Everett, WA.
- Created a VIP-concierge team in supporting Rachel Kelley's RNC/Trump Victory fund-raiser.
- Furthered campaign relations and efforts with the Chinese-for-Trump, and, Ukrainian community members.
- Motivated grass-roots teams for multiple parades, booths, GOP/PCO events, and, rallies.
- Spokesman at multiple Legislative District and conservative meetings across Washington State.
- Interviewed on several local television and radio networks to support messaging and defuse opposition.

U.S. Government Highlights

- Managed executive board governance for Department of Navy's (NMCI) \$8 billion, 411,000 seat program.
- Surpassed Sao Paulo consulate's 1,000 daily metric of visa approvals, prior to a U.S. Presidential visit.
- Received a Letter of Appreciation from Secretary of State Madeline Albright for training excellence.
- Digitized evacuation plans for over 200 embassies for optimized search, review, and, evaluation.
- Upgraded training program of diplomatic corps members on the first enterprise wide usage of the internet.
- Trained as a Consular Affairs Officer, Foreign Service Institute, Department of State.

Innovation Milestones

IT Consultant, Next Generation IT & Blockchain • January 2017-Present

Service offering in Blockchain, Cybersecurity, Cloud, Healthcare Patient Identification, and, Medical Coding.

Director of Healthcare Offering, NTT DATA • June of 2014-January 2017

Led NTT DATA's Healthcare-Next Generation IT offering. Productized cybersecurity healthcare model, unifying: Costing, legal, delivery, and sales team adoption. Stabilized the interim-transition of the Cybersecurity acquisition of 30,000 Dell Services devices. Positioned market P&L differentiators by integrating: Healthcare practice, Cloud delivery and, Sales teams. Pre-sales contribution role for a \$3m quota.

Sales Growth Project Manager (Client: Microsoft, Enterprise Partner Group), Amaxra • 2013-June 2014

Enabled global Account & Pursuit Teams to incentive 2,000 customers to upgrade XP and Office 2003 seats. Augmented the sales motion with internal and Partner options. Parlayed findings to the Product Groups.

Senior Program Manager-Cloud (Client: Microsoft, Cloud Incubation), Design Laboratories, Inc. • 2011-2013
Shaped the future of Microsoft's One Cloud OS Provider offering. Advanced IaaS Hosting, and, Next Generation Datacenter strategies with Microsoft Alliance Partners. Scaled IP to support Field Service Plans, Pricing, and Proof-Of-Concept capabilities. Extended datacenter framework via: Services Catalogue, business lifecycle, and, an Accelerator workshop.

Senior Program Manager, Microsoft, Corporate IT – Global Field Strategy & Planning • 2004-2011
Business innovator having led IT initiatives in: Fiscal Planning (\$105m), Governance, and, Capacity Planning. Reformed \$11m of IT Procurement to drive consolidated bidding, cost reductions, and vendor performance. Debut of the first resource planning tool within Microsoft IT, spanning over 1,000 global employees. Spearheaded \$8m Siebel CRM reset with off/onshore teams. Global launch of dozens of hardware products. Received two Microsoft Pro Excellence Awards in 9 months for managing scope and yearly sales rollover.

Program Solutions Lead, SAIC, Navy / Marine Corps Intranet (NMCI) • 2002-2004
Upgraded the level of PMO governance for an \$8 billion, 411,000-seat Intranet implementation. Drove the governance process for over 50 executive actions for 2/3 Star Admirals and CIO (SES) level stakeholders.

Business Analyst/Project Manager, Manugistics, Contractor • 2001-2002
Assessed Field Engineering projects requiring customization of the Manugistics ERP supply chain suite. Garnered customer confidence for IT solutions at BMW (Munich), Subaru, and, DHL (London).

Operations Project Manager, eFORCE • 2000-2001
Fostered alliances with Sun, iPlanet, ATG, & Mercator. Piloted first mobile wireless application for Fox Studios.

IT Project Manager (Contractor, three vendors), Department of State • 1997-2000
Web site manager for Bureau of Diplomatic Security. Web Developer/Instructor for the Foreign Service Institute. Deployment Manager of new visa/passport system for Bureau of Consular Affairs.

Change Management Consultant (Contractor-A.T. Hudson), Sears • 1996-1997
Implemented the largest nationwide wireless, laptop work-order system for six Sears Service Centers.

Advisor to the Lithuanian Ministry of Defense (Civilian Volunteer), Vilnius, Lithuania • 1992-1993
Consulted Minister and Chief-of-Defense level on civilian oversight, force modernization, and, NATO relations.

Industry Thought Leadership:

(b) (6)

(b) (6)

BEN KENNEY

public relations & marketing

(b) (6)

PROFESSIONAL EXPERIENCE

STATE OF INDIANA NOVEMBER 2013 – PRESENT

DIRECTOR OF STRATEGIC COMMUNICATIONS, OFFICE OF GOVERNOR MIKE PENCE (OCTOBER 2015 – PRESENT)

- Create and implement communication and marketing strategies for the Indiana Bicentennial Commission, Indiana Department of Administration, Indiana Department of Veterans Affairs, Indiana Office of Energy Development, Indiana School for the Deaf, and Indiana School for the Blind and Visually Impaired; Liaison between state agencies/ schools and the Governor's Office
- Serve as an official spokesperson for the State of Indiana; Oversee the development of all internal and external communications; Manage press conferences, develop talking points, write press releases, speeches and executive briefings for the Offices of the Governor and Lieutenant Governor; Respond to media inquiries, schedule press interviews, manage social media accounts and websites; Oversee development of all marketing materials
- Provide legislative consultation to agency department heads/ superintendents in regards to communicating with the Indiana General Assembly

DIRECTOR OF COMMUNICATIONS, INDIANA STATE DEPARTMENT OF AGRICULTURE (NOVEMBER 2013 – OCTOBER 2015)

- Directed the successful launch of the Indiana Grown marketing initiative resulting in over 30 million media impressions within one week and partnerships with nationwide grocery and retail chains; Managed the event planning and marketing of the Inaugural Governor's Agriculture Conference; Oversaw the development of the State of Indiana's first statewide agriculture magazine - Growing Indiana

SELLS GROUP APRIL 2013 – NOVEMBER 2013

DIRECTOR OF BUSINESS DEVELOPMENT AND PUBLIC RELATIONS

- Directed the successful implementation of public relations and marketing strategies for national campaigns and corporate clients; Effectively managed deadlines and multiple projects by maintaining efficient communications, prioritizing and delegating responsibilities; Managed all aspects of marketing campaigns, including strategy, creative development and backend results analysis

AUDI OF AMERICA/ PMK*BNC JULY 2012 – APRIL 2013

COMMUNICATIONS SPECIALIST/ JUNIOR ACCOUNT EXECUTIVE

- Developed corporate messaging resources for Audi of America (e.g. executive briefs, talking points, press releases, position papers, project tracking spreadsheets); Engaged with top-tier national media outlets regarding automotive, business and lifestyle issues; Consulted Audi of America corporate executives to generate innovative, impactful and strategic programs that delivered measurable results to drive business and improve marketing communications

OFFICE OF UNITED STATES SENATOR DAN COATS JANUARY 2011 – JULY 2012

LEGISLATIVE AIDE

- Assisted in monitoring and drafting legislation; Provided vote recommendations; Represented Senator Coats in meetings with constituents, interest groups, military leaders, foreign dignitaries, and Cabinet members; Analyzed and summarized committee hearings, mark-ups, and Floor votes; Responded to constituent inquiries; Assisted with press releases

DAN COATS FOR INDIANA/ INDIANA REPUBLICAN PARTY FEBRUARY 2010 – NOVEMBER 2010

CENTRAL INDIANA FIELD DIRECTOR

- Responsible for all campaign initiatives and volunteer recruitment for nineteen counties in central Indiana, including the largest and most crucial counties in the campaign; Developed campaign marketing collateral and initiatives; Represented Senator Coats and his campaign across central Indiana at events, including political gatherings, fairs, fundraisers and parades; Managed one of the top performing campaign centers in the nation

EDUCATION

PURDUE UNIVERSITY WEST LAFAYETTE, INDIANA

(b) (6)

HONORS AND COMMUNITY INVOLVEMENT

(b) (6)

BOARDS

(b) (6)

Susan G. Marshall

(b) (6)

(b) (6)

September 2011 to Present

Director, External Relations/Executive Director, Council of Inspectors General on Financial Oversight (CIGFO), Office of Inspector General, Department of Treasury

- Monitor fiscal and monetary proceedings on behalf of the nine Inspectors General which comprise the CIGFO
- Monitor and conduct Congressional research on behalf of the CIGFO members
- Develop quarterly CIGFO meeting agendas and book guest speakers (former speakers include former Federal Reserve Board Chairman Ben Bernanke and former FDIC Chair, Sheila Bair)
- Manage the CIGFO Annual Report process
- Primary liaison to the Council of Inspectors General on Integrity and Ethics (CIGIE)
- Primary liaison to Congress
- Carry out the duties of the Office of Inspector General Equal Employment Opportunity Program Coordinator

March 2009 to July 2011

*Senior Advisor to Commissioner Dan Blair (Political Appointee)
Postal Regulatory Commission*

- Advised Commissioner Blair on all regulatory, economic, and legal proceedings
- Primary liaison with House and Senate staff on postal issues
- Monitored Commission budget, human resources, and contract actions
- Researched and drafted legal opinions

September 2005 to January 2009

Director, Congressional Relations Office of Personnel Management

- Responsible for working with House and Senate Members and Staff on the following issues: electronic government, security clearance processing, Veteran's preference, and personnel reform
- Coordinated legislative efforts with White House Office of Legislative Affairs, Office of Management and Budget, and other agencies

July 2003 to September 2005

*Senior Policy Advisor to the Administrator, and Associate Administrator, Office of Performance Improvement
General Services Administration*

- Fulfilled the responsibilities and duties of the agency Competitive Sourcing Officer
- Facilitated the agency's business reengineering efforts such as the reorganization of the Federal Supply Service and Federal Technology Service (approximately 3,900 employees)
- Managed a budget of \$1 million and managed a staff of five

June 2001 to July 2003

Senior Policy Advisor to the Administrator, General Services Administration

- Conducted outreach to Congress and the White House on critical issues, such as the agency's implementation of the President's Management Agenda (competitive sourcing, human capital strategy, electronic government, budget and performance integration, and financial management)

December 1998 to June 2001

Professional Staff Member, Senate Committee on Governmental Affairs

- Developed legislative proposals including the Government Information Security Act of 1999, Presidential Transition Act of 2000 (P.L. 106-293), and the National Historical Publications and Records Act (P.L. 106-410)
- Conducted oversight of the General Services Administration including electronic government, privacy, federal surplus property disposal, telecommunications and procurement

July 1997 to December 1998

Vice President, Information Services Division, Information Technology Association of America

- Lobbied on issues relating to information technology such as tax issues, labor law and immigration
- Conducted business development programs and member recruiting resulting in a net gain of over \$100,000 in increased revenue from FY 1997
- Provided association services to over 125 companies
- Responsible for managing a staff of two and a budget of over \$400,000

January to June 1997

Consultant, Year 2000 Program, Federal Sources, Incorporated

- Authored 300- page market study for industry clients, "The 5.6 Billion Year 2000 Market: A Guide to Federal Agency Plans, Contacts, and Opportunities."
- Conducted primary research on Year 2000 activity of 24 Federal agencies

1994 to 1996

Procurement Specialist, Committee on Government Reform and Oversight

- Developed legislative proposals and coordinated political support resulting in the enactment of the Clinger-Cohen Act of 1996, Divisions D and E of P.L. 104-106
- Coordinated oversight of government-wide procurement policy, including the Federal government's future telecommunications strategy (FTS 2001)

1989 to 1994

Aerospace Industries Association of America, Incorporated

- Managed legislative affairs for over 50 U.S. military and commercial aerospace manufacturers, including the top 20 defense contractors
- Negotiated with Congress and the White House on government procurement reform, industrial base, and technology and space issues

Education:

(b) (6)

*The Pennsylvania State University
University of Exeter, Exeter England*

(b) (6)

Summary:

Over twenty years of legislative and policy expertise in the transportation, infrastructure, and homeland security sectors at the federal and state levels. (b) (5)

Experience:

Subcommittee Staff Director

Committee on Transportation and Infrastructure; Subcommittee on Economic Development, Public Buildings and Emergency Management; U.S. House of Representatives, 2003– Present

Serve as principal advisor for several infrastructure issues, including reform of the Federal Emergency Management Agency (FEMA), the General Services Administration (GSA), and economic development. Manage all aspects of the Subcommittee's legislative activities, responsibilities and staff. Developed federal real estate reform initiative that has resulted in over \$3 billion in cost savings. Developed a series of investigative hearings and reform legislation in the wake of the GSA's conference scandal. Developed a comprehensive plan for reforming emergency management through investigations, hearings, coalitions, strategic communications, speaking engagements, and legislation. Successfully led negotiations with multiple committees, House leadership, the Senate, and the Administration, culminating in enactment of the Post-Katrina and other FEMA reform bills. Negotiated jurisdictional changes between the Transportation and Homeland Security Committees and the Speaker, enabling the Transportation Committee to retain jurisdiction over FEMA, emergency management, and the Coast Guard. Served as advisor to the full committee chair on homeland security issues.

Senior Professional Staff

Select Committee to Investigate the Preparation for and Response to Hurricane Katrina, 2005

Led the committee's investigation into the Department of Homeland Security's and FEMA's activities regarding Hurricane Katrina. Drafted several key chapters of the final report, which laid the foundation for the comprehensive FEMA reform legislation enacted in 2006.

Professional Staff

Committee on Rules; U.S. House of Representatives, 2002 – 2003

As a senior staff member, developed strategic and tactical options for the Rules Committee and House leadership to successfully manage major and controversial appropriations, tax, health care, budget, judiciary, transportation, natural resource, and environmental legislation on the House floor. Managed all legislation from and developed close working relationships with the general counsels and staff directors of the Transportation, Ways & Means, Resources, Budget, and Judiciary Committees. Worked closely with leadership staff in each of these substantive areas. Consistently produced accurate, high-quality work under extreme time constraints in a rapidly changing environment.

**Assistant Deputy Commissioner
Policy & Program Coordinator
Texas Department of Health, 1998 – 2001**

The Community Health & Prevention Directorate administered several hundred employees and one and a half billion dollars in state and federal funds. As part of senior management, developed strategies and operational plans to improve public health through health care services, early prevention, and community based initiatives. Served as the liaison to the Legislature, the Governor's Office, and other agencies. Created an agency-wide operational plan to integrate over one billion dollars in health care and prevention services for women and children. Directed a core project team and workgroups, including by developing a common vision, overcoming bureaucratic hurdles, and achieving buy-in from team members and senior management.

Legislative Director

U.S. Congressman Jay Kim (CA-41); Subcommittee Chair, Committee on Transportation and Infrastructure; Founder and Chair, California Transportation Task Force, 1995 – 1998

Managed the congressional office legislative staff and activities and served as the Congressman's principal legislative advisor. Developed a strategic plan to fund California's transportation needs, formally unite its fractured congressional delegation for the second time in history, and position the Congressman as founder and Chair of the California Transportation Task Force. Identified and engaged key political, public, and private organizations in an array of coalitions to further these goals. As the Task Force's Legislative Director, hosted and spoke at seminars, conferences, and briefings for Members of Congress, senior staff, and industry. This initiative successfully concluded with the 1998 passage of the transportation bill, which addressed many long-standing transportation problems in the Congressman's district and California.

Director of Operations

Pennsylvania Wood, Inc., 1993 – 1994

Implemented business expansion plans, resulting in 50% revenue growth. Managed staff, developed marketing plans, negotiated financial transactions, and directed accounting.

Legislative Assistant

U.S. Congressman Robert J. Lagomarsino (CA-19); 1990 – 1992

Developed and implemented legislative and media strategies for key western issues, including energy, transportation, water, environment, and agriculture. Drafted legislation, committee and floor statements, speeches, newsletters, press releases, and opinion editorials. Maintained extensive relations with the Bush and Wilson Administrations.

Education:

Georgetown University, Washington, D.C.

(b) (6)

(b) (6)

SUMMARY

Over 20 years professional experience in the private, public and non-profit sectors. ♦ Private sector experience in banking & financial services, managing and turning around large organizations. ♦ Served as an appointee in the General Services Administration for President George W. Bush; improved department scorecard from "red" to "green." ♦ Former Political Director of Mass GOP; helped double the number of elected Republicans in state legislature. ♦ Public policy experience working for The Heritage Foundation, America's most widely supported think tank. (b) (5)

(b) (5)

PROFESSIONAL EXPERIENCE

MASSACHUSETTS DEPT. OF VETERANS' SERVICES, Boston, MA

April 2015-Present

Chief of Staff

Oversee operations and staff at agency which is the chief advocate for nearly 379,000 veterans and their families in the Commonwealth of Massachusetts, the only state to offer state level benefits to veterans.

- ♦ Responsible for over 700 staff as well as programs, operations and strategic management of the agency and the Commonwealth's two veteran long term care facilities and veteran cemeteries.
- ♦ Implement business process redesign to improve operational efficiencies, expedite customer service to veterans and save taxpayer dollars. Manage Information Technology operations for agency.
- ♦ Liaise with U.S. Dept. of Veterans Affairs and U.S. Dept. of Health and Human Services.
- ♦ Serve as the agency's Diversity Officer and Americans with Disability Act (ADA) Coordinator.

THE HERITAGE FOUNDATION, Washington, D.C.

March 2011-April 2015

Deputy Director, Coalition Relations

Created and led coalitions to advance free-market and limited government public policy solutions. Developed relationships with influential national and state-based leaders and shaped strategic communications and policy.

- ♦ Represented Heritage and advanced its policy solutions at hundreds of external meetings, major conferences, briefings and one-on-one meetings in Washington, D.C. and around the country.
- ♦ Created and built on relationships with other think-tanks, advocacy organizations, interest groups, and opinion leaders in Washington, D.C. and state-based free market organizations.
- ♦ Led two different Heritage-wide "impact teams" on U.S. debt limit and omnibus appropriations; coordinated Heritage strategic planning efforts, budget and staff for teams.

MASSACHUSETTS REPUBLICAN PARTY, Boston, MA

2010-2011

Political Director

Senior leader responsible for political operations and strategy of the state party. Advised candidates on strategy, fundraising, budgeting, voter targeting, communications, messaging, and campaign operations.

- ♦ Successfully targeted and won 17 new seats in the Massachusetts House, doubling the number of Republican legislators in the state - a national record in 2010, and reversing a 20 year decline.

FEDERAL PROCUREMENT ADVISORS LLC, Boston, MA & Washington, D.C.

2009-Present

President & CEO

Founder of a small business which helps companies navigate the federal procurement process. Focus on assisting companies with GSA Schedule preparation as well as Business Development.

- ♦ Successfully assisted 100% of clients to GSA Schedule contract award.

U.S. GENERAL SERVICES ADMINISTRATION (GSA), Washington, D.C.

2006-2009

Associate Administrator

Direct report to agency head of U.S. Government's premier procurement agency. Was responsible for all small business policies and programs of GSA, which manages more than one-fourth of the U.S. government's total procurement dollars and influences the management of \$500 billion in federal assets. Represented GSA to agency heads, business and trade association leaders and prime contractors. Promoted from Deputy to Associate Administrator; held Top Secret Security Clearance.

- ♦ Improved the agency's grade on its small business scorecard from "red" to "green."
- ♦ Increased efficiency of operation, reducing cost to taxpayers, and increasing small business access.
- ♦ Testified before House and Senate committees in Congress on small business matters.

MELLON FINANCIAL CORPORATION, Everett, MA

2000-2004

Assistant Vice President

Executive-level experience in a major global bank with \$4 trillion in assets. Managed Mellon's most sensitive and important client relationships. Coached and mentored 35 staff and managers.

- ♦ Successfully streamlined and consolidated operations in U.S. and London offices, allowing bank to take on an entirely new line of business without hiring additional staff.
- ♦ Turned around department with history of multi-million dollar losses.
- ♦ Consistently improved efficiency and controls across operation saving company millions of dollars.

BROWN BROTHERS HARRIMAN & CO., Boston, MA

1997-2000

Progressive levels of responsibility in a fast paced, high risk global financial environment at America's oldest and largest private bank. Processed billions of dollars of cash, securities and foreign exchange transactions. Promoted from Specialist to Senior Specialist to Supervisor of International Corporate Actions in 3 year period.

- ♦ Successfully implemented change from 8 hour to 24 hour global processing capabilities to meet global client demand.

OCS OF AMERICA, Boston, MA

1996-1997

Transformed operations of import/export firm from paper to on-line, dramatically improving efficiency of financial analysis, bookkeeping, inventory control, sales tracking and other data management.

- ♦ Succeeded in achieving established goals of reducing costs while modernizing company operations.

UNITED ASSET MANAGEMENT CORPORATION, Boston, MA

1993-1996

Performed analysis of assets under management and assessed revenue impact for one of the largest independent asset management companies in the world; analyzed methods of amortizing intangible assets.

EDUCATIONAL BACKGROUND

HARVARD UNIVERSITY

JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Cambridge, MA

(b) (6)

(b) (6)

BOSTON UNIVERSITY

Master of Arts, Economics

Boston, MA

(b) (6)

(b) (6)

POLITICAL

(b) (6)

PERSONAL

(b) (6)

(b) (6)

OBJECTIVE

- General management leadership role with a focus on making Government operations more efficient and effective

SUMMARY

- Entrepreneurial executive comfortable with customer facing and back office responsibilities in a fast-paced and complex operating environment
- Complementary operational perspectives having led both Profit & Loss centers and Government programs
- Proven ability to partner and build teams to execute work within established performance targets
- Track record conceptualizing and delivering product/service solutions in areas such as IT Management and Supply Chain

EXPERIENCE

Berico Technologies, January 2016 – Present

Engineering and analytic services

Chief Operating Officer

- Profit & Loss owner with direct responsibility for managing more than 80% of the firm's revenue and employees
- Led capture and delivery of two largest wins in company history, \$70M cloud services and \$35M application development
- Grew contract backlog 5X to more than \$120M
- Led formalization of bid decisions, forecasting, and employee reviews

Data Networks Corporation, January 2012 – January 2016

IT management consulting

Vice President, Defense and Intelligence Community Programs

- Key member of management team that successfully exited the business via sale to ASRC Federal in November 2015
- Profit & Loss owner; grew annual revenue from \$4.4M in 2012 to \$21.1M in 2014 while achieving target margins
- Grew team size from 20 to more than 70 direct employees while doubling customer count
- Led capture effort and delivery for largest total contract value win in firm's history (\$45M)

Office of the Secretary of Defense, May 2009 – January 2012

Under Secretary of Defense (Intelligence)

Program Manager

- Recruited by Deputy Under Secretary of Defense (Technical Collection & Analysis) to lead high visibility program
- Managed \$109M Defense Intelligence Research and Development program with globally deployed 16 person team
- Developed program investment strategy, security architecture, and concept of operations with COCOMs
- Led cross-cutting initiative to develop process for sharing sensitive information among Intelligence agencies

Task Force for Business & Stability Operations in Iraq, April 2008 – May 2009

Initiative to encourage private investment and economic development as a counterweight to the insurgency

Business Development Manager

- Planned and led investment trip to Kurdistan with Abu Dhabi Investment Council, world's largest sovereign wealth fund
- Organized Baghdad International Airport investment conference in Iraq and recruited 12 aviation services investors
- Conducted Lean Six Sigma event in Iskandariyah, Iraq at largest Iraqi state-owned manufacturer (4,000+ employees)

Compusearch Software Systems (formerly a Carlyle portfolio company), September 2005 – April 2008

Provider of procurement software solutions to the Federal Government

Defense & Intelligence Business Unit Leader

- Recruited by CEO and Board members to form and launch new business unit upon acquisition of firm
- Profit & Loss owner; achieved 119% of profitability target for 2007
- Grew Business Unit revenue by 64% and grew size of team from three to 14 direct employees
- Identified, qualified, and led the capture of largest total contract value win in firm's history (\$10.8M)

Alan B. Thomas, Jr.

Booz Allen Hamilton, June 2004 – September 2005

Management consulting

Associate

- Identified, captured, and led strategic sourcing project advising Office of the Secretary of Defense Logistics & Material Readiness and Defense Logistics Agency on ways to optimize supply chain for critical components
- Led project advising General Services Administration's Chief Acquisition Officer on merging two main operating units impacting 4,500 employees responsible for over \$40B in federal procurement
- Identified and led capture of consulting engagement with US Postal Service's supply chain management group re-establishing Booz Allen's presence in this space after a multi-year absence

FreeMarkets (acquired by Ariba) May 1999 – June 2004

Supply chain software and services provider to Global 1000 firms and public sector

National Account Executive, May 1999 – December 2002 and Global Account Manager, January 2003 – June 2004

- Built the firm's federal Government presence starting from scratch to over \$7M in revenue in 30 month period
- Generated \$11M+ in revenue and exceeded quota in '01 and '02; "Top 10" producer in both years
- Identified, qualified, and closed new business with NSA, NRO, GSA, DLA, Navy and USPS

Office of the Secretary of Defense, May 1996 – August 1998

Under Secretary of Defense (Acquisition, Technology, & Logistics)

Program Analyst

- Key member of Department-wide cross functional team that overhauled major systems acquisition policy and oversight (DoD 5000) resulting in new policy and guidance approved by the Secretary and Deputy Secretary of Defense
- Led technical team that leveraged Internet infrastructure to link Under Secretary of Defense with 30,000 person global acquisition workforce in real time via audio and video over the Web

Presidential Management Fellow, July 1994 – May 1996

OPM program to recruit the next generation of public managers

Management Analyst, Department of the Army, Deputy Chief of Staff (Logistics)

- One of 140 candidates selected from nationwide pool of more than 1,200 applicants
- Built and executed development plan to better understand the Department of Defense's business operations
- Assignments included: item management for Patriot Missile Program Office, development of Army's POM for the PPBE process, and authoring report to Congress on Defense inventory management practices

EDUCATION

Carnegie Mellon University (b) (6)

(b) (6)

University of Texas at Austin, (b) (6)

(b) (6)

Grinnell College, (b) (6)

(b) (6)

PERSONAL

(b) (6)

(b) (6)

EXPERIENCE

Policy Coordinator – Energy Resources Policy, Economic Policy, Infrastructure, Innovation, and Human Resources Policy, National Association of Manufacturers, Washington, DC, April 2015 – present

- Maintain and manage the calendar for three Vice Presidents, including the staff within those departments
- Assist each policy department with meetings, ongoing projects, policy updates
- Manage the expense reports for three Vice Presidents; book travel continually for them as well
- Created a Coordinator Manual for the Association, and continually maintain the document with updated information
- Update bi-annually, along with the Chief Economist, the 50 state profile sheets for trade statistics and manufacturing
- Draft, edit and proofread materials for reports, manuals, letters, and briefs as requested by each policy department
- Streamline critical administrative processes with an emphasis on quality and productivity

Executive Assistant & Office Manager, Congressman Richard L. Hanna, NY-22, Washington, DC, February 2011-April 2015

- Managed both DC & District schedule, including scheduling for a Three-Committee Member
- Transitioned and trained a scheduler to take over District schedule in local district office
- Responsible for booking all official travel for the Congressman and staff
- Oversaw and coordinated all aspects of office management; purchase office supplies needed for daily function
- Maintained and managed staff calendar for in-office meetings, both in DC and the district
- Worked closely with Chief of Staff in tracking the FY office budget
- Handled the legislative portfolio for House Administration; Science, Space & Technology; Cancer Caucus; Rare Diseases; and Arts & Humanities

Scheduler, Congressman Chris Lee, NY-26, Washington, DC, July 2010-February 2011

- Managed a rigorous DC schedule for Financial Services & Ways & Means Committee Member
- Booked travel for the Congressman and his staff
- Oversaw and maintained all office management details
- Supervised an aggressive intern program for the office

Staff Assistant, Congressman Chris Lee, NY-26, Washington, DC, September 2009-July 2010

- Supported senior staff in organization of files, office supply management, and various administrative duties
- Provided constituent services including flag and tour requests, greeting visitors, and answering phones
- Logged constituent messages and sent communications on behalf of the Member

ACTIVITIES & INTERESTS

(b) (6)

ACCOMPLISHMENTS

- Featured in external video for the National Association of Manufacturers, summer 2017
- (b) (6)
- (b) (6)
- (b) (6)
- Mentor to a fellow colleague at the National Association of Manufacturers through the Mentor-Mentee program
- Nominated to serve as Co-Chair for the Wellness & Safety Committee at the National Association of Manufacturers

EDUCATION

State University of New York, College at Brockport, (b) (6)

- (b) (6)